

MEDIATING ROLE OF ORGANISATIONAL CITIZENSHIP
BEHAVIOUR (OCB) IN THE RELATIONSHIP BETWEEN
MOTIVATION AND PERFORMANCE: A STUDY OF
EMPLOYEES IN THE GENERAL INSURANCE INDUSTRY

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DECLARATION

I hereby declare that:

1. This Research Project is the end result of my own work and the due acknowledgement has been given in the references to all sources of information be they printed, electronic, or personal.
2. No portion of this research project has been submitted in support of any application for any other degree or qualification of this or any other university, or other institutes of learning.
3. The word count of this research report is 20,769

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DEDICATION

This humble work is especially dedicated to:
Dr. Ummu Kolsome bt. Farouk, my project supervisor,
All the respondents,
My friends,
To my mother, husband, children, and all my loved one,
Thank you for being my guidance and support.

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PREFACE

The purpose of this study is to examine the mediating role of organizational citizenship behaviour (OCB) in relationship between employees' perceived intrinsic motivation and extrinsic motivation and perceived organizational support POS (organization-based motivation) and employees' perceived job performance in general insurance companies in Kuala Lumpur. In recent years even prior Liberalization on 1 July 2017, general insurance companies strive hard to improve products and services, and workforce capabilities to become sources of competitive advantage.

This research would be able to provide insight to the general insurance industry regarding the factors affecting employees' job performance and how OCB can mediate the effect indirectly between the factor influenced and employees' job performance.

ABSTRACT

The purpose of this study is to examine the mediating role of organizational citizenship behaviour (OCB) in relationship between employees' motivation and perceived organizational support POS (organization-based motivation) and employees' job performance. A quantitative study was performed on 363 employees from three private general insurance companies in Kuala Lumpur. The survey questionnaires were distributed to the respondent using quota sampling method. Statistical Package for the Social Sciences (SPSS) statistical software was used to test the hypothesis for this study. The results from this study revealed that OCB is indirect-effect mediator mediating the relationship between perceived extrinsic motivation, perceived intrinsic motivation, POS and employees' perceived job performance. Simple regression analysis was used to test the mediation. As a result, this study proposes that general insurance company should strive to improve employees' perceived extrinsic motivation and perceived intrinsic motivation, perceived organizational support in order to elicit OCB behaviour which will in turn lead to enhanced employees' perceived job performance. In addition, several strategies have been suggested to assist general insurer in optimizing human capabilities at workplace. Lastly, the findings from this study may provide insights towards contribution to theoretical and practical knowledge in perspective of advancement in general insurance industry.

CHAPTER 1

INTRODUCTION

1.0 Introduction

In the past decades, there are numerous studies on motivation (Benabou & Tirole, 2003; Cerasoli, Nicklin & Ford, 2014; Ryan, & Deci, 2000) and organizational citizenship behaviours (OCB) (Morrison, 1994; Organ, 1988; Smith, Organ & Near, 1983) and how they affect employees' job performance. However, to the best of the author knowledge, there is limited study on existence of mediating role between variables such as motivation, perceived organizational support (POS) and employees' job performance. Therefore, the study aims to examine how employees' motivation can affect employees' job performance, precisely in General Insurance industry in Malaysia. In addition, the study focuses significantly to understand the mediating role of OCB in the relationship between both employees' motivation and employees' job performance.

Besides, it is paramount to conduct study to examine how employees' motivation, POS and OCB can affect employees' job performance; type of constructive behaviour and attitude that will directly or indirectly lead to high level of job performance and eventually enhance profitability of the company.

Human resource is the important and precious asset of any organization in the 21st century (Hafiza, Shah, Jamsheed & Zaman, 2011) and this is one of the intellectual capitals possessed by the company that is rare and hard to imitate. Thus, it is crucial to improve employees' job performance which form solid foundation of knowledge, skills, experience, expertise, competency in human capital of the company.

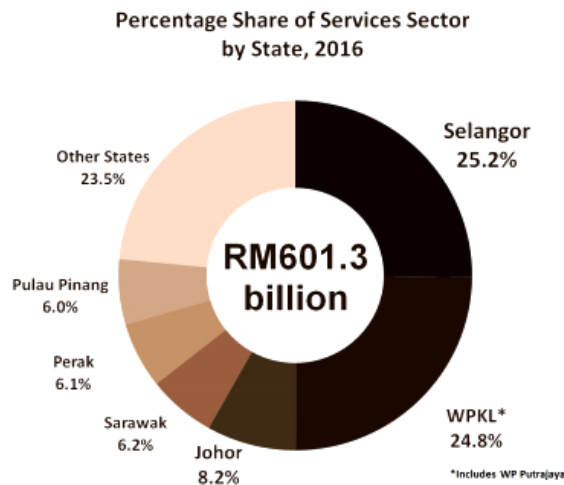
The main areas which will be covered are research background, problem statement, research objectives, research questions, significance of the study, hypothesis of the study, proposed conceptual framework and milestone of the study.

1.1 Background of the Study

In Asia, Malaysia is a developing nation which had successfully progressed into a diversified economy with the largest sector of economy; based on GDP by State 2010-2016, Services, Manufacturing and Construction are main contributors of GDP growth of 4.2 per cent in year 2016.

As shown by Figure 1, WP Kuala Lumpur and Selangor dominate the Services sector with substantial share of approximately 50 per cent with WP Kuala Lumpur and Selangor with share of 25.2 per cent and 24.8 per cent respectively. Finance activities and Insurance sub-sectors are the main driver to the states' economy beside trade.

Figure 1: Services sector by State: 2016



Note from Gross Domestic Products by States, 2010-2016. (2016). Retrieved from Department of Statistics Malaysia Official Website <https://www.dosm.gov.my/v1/index.php?r=column/pdfPrev&id=VS9Gckp1UUpKQUFWS1JHUnJZS2xzdz09>

Insurance is an instrument for financial risk protection, whereby its major purpose is to provide protection against likely possible chances of loss (Bodla, Garg, & Singh, 2004). The insurance industry covers three main activities, which are life insurance, general or non life insurance and reinsurance. Life insurance covers insurance relating to long term health, pension, annuities etc. whereas general insurance covers the asset of individuals or businesses. Reinsurance is the insurance of Insurers.

According to Financial Stability and Payment Systems Report, 2016, there were 55 insurers and takaful operators including reinsurers and retakaful operators, as at end of year 2016. This number has reduced from 60 mostly among general insurers, as a result of mergers and acquisitions.

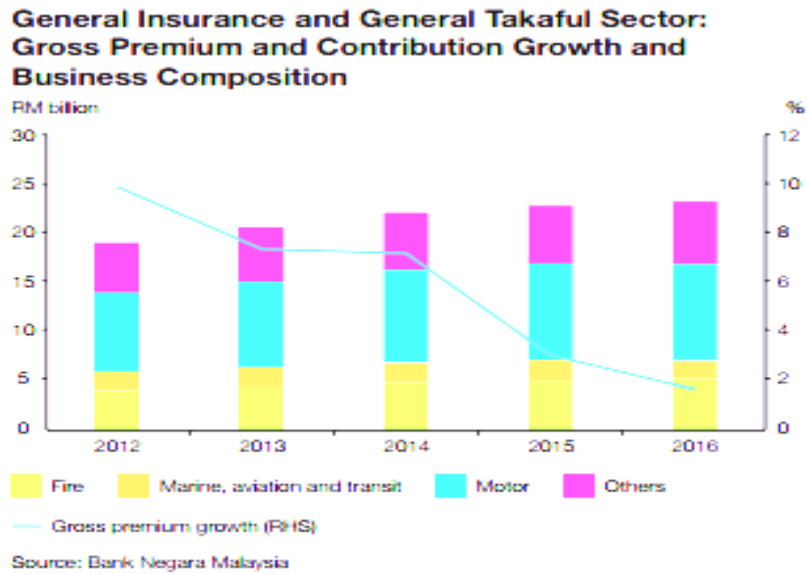
Table 1: Count of Insurers and Takaful Operators

Insurers and Takaful Operators	
Categories	Number
General insurer	19
Life insurer	10
Composite insurer	4
Family takaful operator	3
Composite takaful operator	8

Note from Financial Stability and Payment Systems Report (n.d.). Retrieved from Bank Negara Malaysia: <https://www.bnm.gov.my/files/publication/fsps/en/2016/cp03.pdf>

As stated by Persatuan Insurans Am Malaysia (2017), general insurance sector has experiences slowdown in business with gross written premium income shrink to RM17.67 billion which is half the growth rate to 1.1% from 2.2% achieved in year 2015. However, PIAM (2017) is confident that general insurance business will be slowly recovered from the decline growth rate.

Figure 2: Gross Premium Growth for General Insurance and General Takaful



Note from Financial Stability and Payment Systems Report (n.d.). Retrieved from Bank Negara Malaysia
<https://www.bnm.gov.my/files/publication/fsps/en/2016/cp03.pdf>

Based on Figure 2, gross premium and contribution face growth rate moderately in line with Malaysia economic condition. However, motor insurance still represent a dominant (43.3%) share of general insurance business.

In the perspective of general insurance business, it is very competitive for general insurers to sustain their business in today's dynamic business environment. According to Deloitte (2017), they should consider in upgrading their business model, operational efficiency, become customer-centric organization, enhance value proposition, increasing technology driven and so forth.

Moreover, the insurance companies will have to be more creative and innovative to increase sales and improve services, following the introduction of motor insurance

liberalisation from 1 July 2017. Prior Liberalization, the price of motor insurance products will be determined based on Motor Tariff (a set of fixed price list). However, liberalisation of motor insurance means pricing will be determined by individual insurers and takaful operators based on their own assessment model.

As a result of liberalisation, consumers have privileges to shop around for the best deals in this open market pricing thus able to enjoy wider range of motor insurance product at competitive prices with better insurance coverage etc. This means that consumers have better bargaining power in terms of more choices available and they can even choose products that customized to their specific needs.

On the other hand, motor insurers are compelled to improve, boost strengths such as their capabilities to stay ahead in the competition, their ability to enhance efficiency and effectiveness of management, quality of human capital that they possess etc. Besides, the insurer will tend to be innovative and aggressive in order to compete with their rivals, including introduction or launch of new and differentiated products tailored to suit consumer needs, possess their own competitive advantage in terms of lower cost or differentiation of products etc. However, innovation will not be the only factors to attract consumers, the services offered by insurers including how fast they settle insurance claims also the determinant of purchasing insurance decision. (Asia Insurance Review, 2017)

Additionally, based on statistic released (2016), foreign insurance players are commanding quite an equal share of market share compared to domestic players whereby local player are reported to account for 52.1% and 47.9 for foreign players respectively. This is in terms of gross earned premium calculation. Hence, general insurance segment has been always assertive in pushing themselves alongside in order to compete with international players from other nations. Accordingly, this will put more emphasis on employees' job performance and improvement on standard of excellence performance.

1.2 Problem Statement

In past decades, researchers had studied employees' motivation, POS and OCB and how these constructs can be predictors towards employees' job performance. There are some gaps that can be identified based on past researches.

As stated, OCB has been always the research topic by practitioners in area of organization behaviour (Martinez and Podsakoff, 2016; Podsakoff et al., 2009; Pohl et al., 2012) but limited studies on its mediating effect. Moreover, in the literature of employees' job performance, there is scant study to discover OCB thus far to mediate relationship between employees' motivation and employees' job performance.

Nevertheless, according to Tan and Mansor (2014) from their study on mediating effect of OCB between motivation and job performance among educationalist in Malaysia universities, OCB is full mediator for relationship between extrinsic motivation and employees' performance whereas partial mediating the relationship between intrinsic motivation and employee's performance.

In addition, OCB has been recently examined to mediate POS and turnover intention on non western context such as Malaysia (Saoula & Johari, 2017). Hence, it is increasing important in examining OCB in Malaysia context including its role as mediator. However, it is still a question to be answered as to applicability of the role of OCB in various industries and whether it is relevant to insurance segment in Malaysia context.

Likewise, the association between motivation either intrinsic or extrinsic and employees' job performance need to be examined, since based on past literatures, the relationship between both motivation and employee performance was reasonably

evident; even though there are research that found indirect association between employees' motivation and job performance (Subari & Riady 2015).

Nevertheless, the emphasis of recent studies found to be more towards association between intrinsic motivation and job performance but not extrinsic dimension. (Dysvik & Kuvaas, 2011). However in the contrary, Kumar and Kansal (2016) stress that extrinsic motivation (pay and fringe benefit) is the main factor affecting insurance company employees' motivation level. Hence, it is relevant to discern further the relationship between employees' motivation and employees' job performance.

Therefore, the following points are summarized for each of these research gaps that were identified after going through past literatures:

- I. The research model of this study has not apparently been tested in the context of Malaysia insurance industry
- II. To discern the mediating effect of OCB on the relationship between extrinsic motivation, intrinsic motivation and employees' job performance and relationship between POS and employees' job performance.

1.3 Research question(s)

The following questions are made with reference to employees in the general insurance industry.

RQ1: Do factors such as employees' perceived extrinsic motivation, employees' perceived intrinsic motivation, employees' perceived organizational support (POS), and employees' perceived OCB, have significant positive associations with employees' perceived job performance?

RQ2: Does employees' perceived OCB mediate the relationship between employees' perceived motivation (extrinsic motivation, intrinsic motivation) and employees' perceived job performance?

RQ3: Does employees' perceived OCB mediate the relationship between employees' perceived organizational support (POS) and employees' perceived job performance?

RQ4 Do types of employees' perceived motivation (extrinsic motivation, intrinsic motivation) and employees' perceived organizational support (POS) have an association with employees' perceived OCB?

1.4 Research Objective

The objectives of this research are as below:

1. To examine the relationships between employees' extrinsic motivation, employees' intrinsic motivation, employees' perceived organizational support (POS) and employees' perceived OCB with employees' perceived job performance.
2. To determine whether employees' perceived OCB mediates the relationships between employees' perceived extrinsic motivation, employees' perceived intrinsic motivation, and employees' perceived organizational support (POS) on the one hand; and employees' perceived job performance on the other.
3. To examine the relationships between two types of employees' perceived motivation (extrinsic motivation, intrinsic motivation) and employees' perceived organizational support (POS) with employees' perceived OCB.

1.5 Significance of the study

There are four reasons for this study to be of significant and contribute to knowledge of research. It is no doubt that this study will provide useful and valuable insight o general insurance companies in relation to employee level of motivation, POS, OCB displayed and ways to associate them with employees' job performance. It is imperative for an organization to establish a motivational system, proactively initiate and encourage employees to exhibit positive and constructive behaviour, become caring organization that always support and 'listen' to employees etc. Eventually, a good organization culture will be born from the act of careful nurturing of employees behaviour and efficiently use of human resources.

Besides, this study will be relevant when it can be applied as human resource practices in attracting, retaining talent in the companies so that problem such as 'pinch' of key staff can be prohibited within the industry or even go out from the industry. Human capital is one of the organization assets that difficult to imitate moreover, the tacit knowledge in the brain will be going with them and the organization will suffer losses including cost for recruitment, training etc.

Next, this study will be meaningful when the knowledge can be shared to other type of insurance companies or different industry, like life or composite insurance companies may find the motivational or mediating model useful to act as guide for motivating, as well as improving of employees' job performance from non task behaviour (extra-role) perspective.

In addition, this study will enable the organization to consider future model for possible research areas. Meanwhile, this study will enable the company to set appropriate strategic plan, proper recruitment policy etc. related to what is required and reflected from the research findings.

Given the perspective of insurance industry, employees are the back bone of the organization (Balachandar, Panchanatham & Subramanian, 2010). They are the company officer who perform duties and crucial work such as Underwriting, Sales promotions, Product Development, Claims, Actuary, Investment of collected premium, Administration, and also preparation for necessary equip of skill and knowledge of intermediaries such as agents, brokers and corporate agent to sell insurance products to potential customers. Hence, management must motivate them appropriately and sufficiently as well as identify superior elements which are responsible for the behaviour of employees that eventually contribute and bring about not only enhancement in employees' job performance but robust businesses to the insurance companies. (Balachandar, Panchanatham & Subramanian, 2010).

1.6 Conclusion

This chapter provides an overview of this study by examining the research background and problem statement, followed by the research objective and questions as well as hypotheses. Besides, significance of the study is also mentioned in this chapter. Subsequent chapter will further discuss literature review for development of hypotheses for this study.

CHAPTER 2

LITERATURE REVIEW

2.0 Introduction

There are three main areas under this section specifically literature review, relationships among the variables, and the development of conceptual framework of this study.

In this chapter, various literatures will be reviewed and explored on relating variables of interest such as job performance as independent variables with its antecedents which are motivation, perceived organizational support, and OCB as dependent variables. This will also include mediator role played by OCB in enhancing the relationship between dependent and independent variables.

Hence, the purpose of this study is to conceptualize the variables with clarity and coherent and then to appreciate the relationship between and among the variables so that eventually they will be translated into a conceptual framework for this study.

2.1 Job Performance

Based on past research, it is found that employees' job performance is the individual work performance which can be considered as a multidimensional construct. (Austin & Villanova, 1992; Campbell, 1990). It was defined by Campbell (1990, p. 704) as behaviours or actions of employee rather than the results of these action that are relevant to the objectives of the organization. Furthermore, according to Rotundo and Sackett (2002), these actions or behaviours are not restrained by the environment but should be within an individual control.

Generally, the core emphasis of the individual work performance is in fact rested on the task performance which can be defined as individuals perform the technical core tasks which central to his or her job skills and knowledge. (Campbell, 1990, pp. 708-9). Hence, the behaviours involved in performing tasks usually consist of work quality and quantity, capabilities and expectancy level of employees. (Campbell, 1990 ; Rotundo & Sackett, 2002).

However, it is also revealed in past literatures that the individual work performance domains contain contextual performance and counterproductive work behavior. (Rotundo & Sackett, 2002; Viswesvaran & Ones, 2000). Contextual performance is the performance that supports environmental factors whether psychological, social etc. within which the core task functions. (Borman & Motowidlo, 1993, p. 73). According to Campbell (1990), the behavior best expresses contextual performance including cooperating, communicating, demonstrating endeavor in facilitating group or team performance.

On the other hand, counterproductive work behavior can be defined as behaviours that are harmful to the organization (Rotundo & Sackett, 2002, p. 69), such as

absenteeism, theft, late for work and task tardiness behavior etc. (Koopmans, Bernaards, Hildebrandt, Schaufeli, de Vet Henrica & van der Beek, 2011).

Furthermore, based on Koopmans et al. (2011), there is impending of a new dimension of individual work performance called adaptive performance, which is defined by Griffin, Neal and Parker (2007, p. 331) as performance in adapting with environment changes including job role etc.

Likewise, Borman and Motowidlo (1997); Motowidlo and Schmit (1999) conceptualized employees' job performance in terms of whether it is task performance or contextual performance. Task performance is in-role behaviour which is related to formal job requirement; however extra-role behaviour is the contextual performance which is discretionary and not compulsory to be performed under job description and work requirement.

In addition, employees' job performance could be conceptually divided into behavioural aspect and outcome aspect of performance. (Borman & Motowidlo, 1993; Campbell, McCloy, Oppler & Sager, 1993). Based on prior researchers, the behavioural aspect refers to action itself that people do at work which is measurable and specific behaviour for example conversation that lead to goal-oriented action. (Campbell et al., 1993).

On the other hand, the outcome aspect of performance is the result of the action taken or specific behaviour for example, a newly launch product, achieve high sale volume etc. Based on empirical evidence, generally there is relationship exist between behavioural and outcome aspect but behavioural aspect of performance does not guarantee outcome aspect of performance to be going towards same positive or negative direction together. (Sonnentag, Volmer & Sychala, 2008). For instance, a trainer may deliver the training in a very insightful way by performing behavioural aspect of performance, however the outcome aspect may be affected on the part of

trainee's knowledge due to lack of motivation or attitude of the trainee attending the training.

Besides, according to Campbell et al., (1993), performance must be differentiated between effectiveness and productivity. Effectiveness is said to have the result of performance evaluated whereas productivity is the volume of work being performed in terms of how timely or efficient it can be accomplished.

Nevertheless, past research also suggested that the operationalization of all individual work performance domains will be depended on the nature of study population. It is further highlighted that task dimension of individual performance is suitable for study if based on a sample of employees with a technical and professional background (Koopmans, Bernaards, Hildebrandt, van Buuren, van der Beek, & de Vet, 2012) such as employees in insurance industry. Hence, this study has adopted task dimension of work to measure the employees' job performance.

2.2 Employees' Motivation

2.2.1 Definition

According to Tella, Ayeni and Popoola (2007) cited from Emily (2011), motivation is the fundamental mental psychological process that present within individual. It is a factor that affecting conduct in view of the learning of what influence individuals to think and stimulate them to act to accomplish a desired performance. It is a process of cognitive management that excites, arouses, stimulates, coordinates and sustains conduct and execution of performance. (Luthans, 1998 cited from Emily, 2011).

In fact, motivation is the word originally gotten from Latin word “mover” which carries meaning ‘to move’ or ‘to influence’. (Shafiq, Mariam & Raza, 2011). There were various motivation definitions in literatures which denoted the meaning of motivation in different manner.

Based on motivation theorists, Coder and Appley (1980) mentions motivation as a state of psychological exploration in relation to certain nature of happening but Baron (1983) has added in element of force to drive performance as part of motivation process. Subsequently, Turner (1995, p.413) articulates motivation is cognitive management which relates motivation with high level learning strategies on self-regulated basis particularly on job such as planning, monitoring, connecting etc. whereas Bartol and Martin (1998) has further revised motivation process to include tendency to persist on top of the driving behaviour.

In 21th century, motivation definition has evolved but still carries certain degree of similarities in meaning and word used. Gredler, Broussard and Garrison (2004, p.106) defined motivation as “*the attribute that moves us to do or not to do something*” whereas simpler version of motivation by Chanal, Ratelle, Marsh, Larose and Boivin (2010, p.712) is “*the reasons underlying behaviour*”. Then, Gomes, Asseiro and

Ribeiro (2013) relate the process with satisfaction of one's specific need upon completion of justifiable personal outcome. Similarly, McShane, and Von Glinow (2015, p.33) find motivation a voluntary behaviour to be associated with key words such as 'forces', 'direction', 'intensity' and 'persistence'.

2.2.2 Conceptualization of Motivation

2.2.2.1 Intrinsic Motivation

According to Ryan and Deci (2000), intrinsic motivation is the performing of an act or activity for its innate fulfillment rather than for some external detachable outcome. Ryan and Deci (2000) further articulate that intrinsic motivation is natural motivational tendency in human even from birth with inherent curious, inquisitive nature, ability to learn and explore and the fact that human do not require external incentives to perform those activities.

This is consistent with Deci and Ryan 1999 that intrinsic motivation which energizes a wide assortment of behaviours and mental processes, are articulated as to be situated innately the human organism needs for competence and self-determination thus resulting the experiences of autonomy within an individual.

There are studies mention that in fact intrinsic motivation exists as the link between a person and the task performed. Some scholars have conceptualized intrinsic motivation as the task being interesting whereas others conceptualized it as satisfaction gain from within through this engagement. (Hull, 1943; Skinner, 1953)

Moreover, this intrinsic need for competence and self-determination rouse a continuous process of looking for and endeavoring to overcome and conquer optimal challenges. Intrinsic people seek situation that interest them and their ability to fulfill motives like curiosity, direct the choosing of activities involved. When people

discover challenges, they will work to conquer them and they will do so diligently and persistently. To be precise, the need for competency and self-determination keep people entangled into ongoing cycle of seeking and triumphing over optimal challenges. (Deci & Ryan, 1999)

Next, optimal challenges are explained as optimal incongruity sought between one's internal structure and aspects of the external world. Thus, it is important for people to check for incongruities in order to reduce them and incorporate the relevant elements into them internally. (Festinger, 1957). Hence, people who are motivated by the needs for competency and self-determination can be perceived as individual associated with process of seeking optimal incongruities.

Nevertheless, this study has applied intrinsic motivation following Ryan and Deci (2000) that behaviours are motivated by inborn physiological drives which in turn generate intrinsically motivated activities for sense of satisfaction fulfillment.

2.2.2.2 Extrinsic Motivation

On the other end, extrinsic motivation is the contrary of intrinsic motivation, which refers to performing an activity for its instrumental value rather than merely for the enjoyment of the activity itself.

According to Self-determination theory (SDT) proposed by Deci and Ryan, extrinsic motivation can be varied from the degree of its autonomous. The first least autonomous form of extrinsic motivation is external regulation. External regulation is an act or behavior to fulfill an external demand or obtain a reward externally. This behaviour is associated with external perceived locus of causality (PLOC) elaborated by DeCharms (1968).

The second extrinsic motivation is introjection which is a type of internal regulation. Generally, this behavior will be performed in order to avoid worry or to attain pride in work or feeling of worth and this is described as a form of ego involvement. (Ryan, 1982). Even though this type of extrinsic motivation sound to be rather internal, these introjected behaviours in fact are not completely experienced inwardly but still have an external PLOC. (Ryan & Deci, 2000)

Next, a more autonomous form of extrinsic motivation is regulation via identification. This behavior happens when the person has identified the value or significance of doing an activity thus accepting it as own regulation.

The last form of extrinsic motivation is integrated regulation. Integration happens when the identified regulation have been incorporated into as part of self. This is to enable oneself to behave in congruence with others' needs and values. Moreover, the increase of integrated regulation signifies better internalization by a person, then in turn exhibiting self-determined activities. However, behaviours motivated by integration are still considered as extrinsic motivation based on the fact that they are performed for its supposed instrumental value and the outcomes ensue from the behaviours. (Ryan & Deci, 2000)

According to Ryan (1995), one does not required to progress through each stage of regulation but can apply the behavioural regulation at any point along the way based on individual experiences and situation encountered.

In business perspective, people who are extrinsically motivated will carry out their role with best effort, as they trust they will attain attractive results thus receiving desirable outcome, such as job promotion, salary increment, bonuses etc. According to Srivastava and Barmola (2011), extrinsic motivation like monetary rewards, bonuses were key rewarding tactics to increase productivity and employees' performance at work.

In addition, Ariely, Gneezy, Loewenstein and Mazar (2009) asserted that extrinsic motivation is particularly applicable to employees who are performing task or assignment that usually mechanical, monotonous and repulsive. However, for a person who takes an extrinsic motivational orientation, at a point when external factors offer choices or opportunities and are potential to be embarked on, he may be shifted to become intrinsically oriented.

2.2.2.3 Intrinsic Motivation and Extrinsic Motivation

Despite the fact that sometimes it is difficult to demarcate between intrinsic and extrinsic, according to Pinder (2011), it is essential to distinguish between intrinsic and extrinsic motivation. It is found that in the domain of work, elements influencing intrinsic motivation exhibited are for instance providing job accountability, autonomy, responsibility, interesting task, empowerment, opportunities for growth, career advancement and constant useful feedback which are intangible in nature whereas extrinsic motivation is reliant to presence of tangible incentive such as job promotion, pay rise, bonus, recognition etc. (Gerhart & Milkovich, 1992),

Even though in some occasions both intrinsic and extrinsic exist to operate concurrently, motivation researchers argued that either extrinsic or intrinsic is dominant and prevailing. (Gagné & Deci, 2005; Weibel, Rost & Osterloh, 2010). Nevertheless, it is articulated in the study that both combination of intrinsic and extrinsic motivation will eventually have powerful synergistic effect on employee performance. (Stajkovic & Luthans, 2003).

In the same vein, some of the concern related to intrinsic and extrinsic motivations actually unclear from the literatures especially the relationship of both dimensions. It is reported by Deci and Ryan (2008, p.15), both intrinsic and extrinsic motivations are in fact negative synergistically related if based on finding that extrinsic rewards can

reduce to an extent the effect of intrinsic motivation within an individual. Additionally, there are findings revealed that intrinsic will have more significant positive relationship with performance when extrinsic source such as tangible incentive is indirectly tied to performance.(Cerasoli, Nicklin, & Ford, 2014)

Nevertheless, there are researchers who are of the views that intrinsic and extrinsic aspects of motivations can be combined and will produce positive effect. Porter and Lawler (1968) suggested that both aspects of motivations with presence of Vroom's expectancy theory of motivation (1964), which will be conferred later in this chapter, are capable of producing positive result in terms of predicting and influencing employee's performance. Besides, According to Beardwell and Claydon, (2007), both extrinsic and intrinsic benefits are important elements in motivation as the employees will value and concern on what they are able to receive in exchange of their labour and performance, even it is the future value and expectation on their job potential. Hence, motivation which comprises intrinsic and extrinsic variables is important to be set as part of strategic plans to improve employee retention policy in the company. (Smith & Stone, 1992)

Over the years, intrinsic motivation has growing its popularity that researchers will prompt to take this aspect of motivation as trendy topic to study. This is likely due to the fact that intrinsic motivation is associated to much encouraging individual efforts such as work engagement, employee productivity and so on. (Pink, 2011). Conversely, the researcher has illustrated that extrinsic rewards resulted from extrinsic motivation are out-dated and old-fashioned. (Pink, 2011). On top of this, Mir and Iqbal (2017) stresses that extrinsic motivators are effective but usually the control does not keep going for long if compared to intrinsic motivators due to its inborn nature from within.

2.2.2.4. Perceived Organizational Support (Organization based Motivation)

Perceived organizational support (POS) is defined as the employees' perception of their employer believing that the organization to an extent, really values their contribution and well-being. (Rhoades & Eisenberger, 2002)

The central theory of POS is the social exchange theory with the recent researches by the psychologists suggesting employees to form general perception towards the organization in terms of how much the organization value their contribution and care for their welfare. (Blau, 1964; Rhoades & Eisenberger, 2002)

Based on social exchange theory, there is embedded of reciprocity norm in the engagement of employer – employee relationship whereby generally the increase in providing assistance by the exchanger partner will result the recipient also to his liking, to increase the return aid reciprocally. (DePaulo, Brttingham, & Kaiser, 1983).

In the organizational setting, the relationship between POS and both extrinsic and intrinsic motivation will be relied on the belief and perception of the employees that the organization is committed to reward and reciprocate with material resources (e.g., pay, fringe benefits) or symbolic resources (e.g., praise, recognition) or intrinsically motivated tasks. Hence, if the employees could treat the organization as the exchange partner, they will be motivated to increase their effort and improve their performance as the company is expected to appreciate their performance and also promote their well-being in return. (Whitener, 2001). In this effect, employees with high POS could be in association with types of motivation proposed, being at high POS organization likely to improve or sustain high performance due to fear of exploitation of social exchange theory. Likewise, at low POS, reciprocation-cautious employees will perform poorly and have low motivation to work hard.

Furthermore, if the employee has tendency to perceive or attribute humanlike quality to their organization, they will likely possess high POS and work hard to achieve their desired goals. Besides, employees will find POS rewarding if they have strong social needs to be fulfilled thus they feel obliged to return with greater performance at work. (Darolia, Kumari, & Darolia, 2010).

Based on motivation literatures, social exchange theory has been examined together in paper in relation to motivation topic thus POS likely to demonstrate appropriately in organizational role of motivation. (Almaaitah, Harada, Sakdan, & Almaaitah, 2017; Guo, Liao, J., Liao, S., & Zhang, 2014). Studies from Almaaitah, Harada, Sakdan, and Almaaitah (2017) has emphasized social exchange theory and both combined intrinsic motivation and extrinsic motivation to rationalize association between human resources practices, leadership style and employees' retention.

Next, self-determination theory (SDT) researchers also recommended that positive supportive human relationship environment will lead to motivation particularly on the autonomous aspect (Gagne, Koestner, & Zuckerman, 2000). However, the role of POS is empirically tested in previous studies as significantly positive in relation to prediction of employees' motivation in both autonomous and controlled situation. (Gagné, Forest, Gilbert, Aubé, Morin, & Malorni, 2010; Gillet, Gagné, Sauvagère, & Fouquereau, 2013),

Hence, for the aim of this paper, the definition of POS will be considered as part of motivation in organization context which is from the external perspective.

2.2.3 Theories of Motivation

There are numerous motivation theories by motivation scholars and psychologists whereby some of the fundamental theories are discussed in this study. These theories play an important role to enable fundamental understanding in terms of the needs of

human in relation to the this study and to be in line with some of these theories for a realistic application of motivation both intrinsic or extrinsic in this study.

Maslow (1943) who was known as one of the most popular theorist of motivation portrays that individuals are inspired and persuaded to fulfill needs and these necessities can be placed in a progressive hierarchy of significance. There are five levels of basic human needs in the hierarchy, they are from lowest bottom to highest top : i) Physiological needs, ii) Safety Needs, iii) Social Needs, iv) Esteem Needs, v) Need for Self-actualization. The application of Maslow theory in the organization setting, will depend on whether the manager or decision maker have considered the employees' needs to fulfill their deficiency needs like fair and appropriate salary or basic safe and healthy working condition. Then the manager should further focus on the working environment to enable employee to work conducive to unleash their potential. Non fulfillment of any level could result in low motivation, unsatisfactory staff, thus resulting poorer performance and eventually affect the staff turnover rate in the organization. (Maslow, 1943)

Progressing from the above theory, Herzberg (1968) has proposed hygiene factors and motivators theory which are the main focus of this paper. According to Herzberg's theory of motivation, hygiene factors can really separate the true motivators from demotivating factors as these factors are the built in drive and learned drive within individuals to be fulfilled to avoid discomfort, pain etc for survival need. Therefore, the hygiene factors in organizational context will be remuneration, job security, working environment, company culture and policy, supervision, interpersonal relations etc. Along this line, Kim (2006) states that these factors are external factors which can cause negative feeling of employees towards the job performed in relation to circumstance and situation of work that time.

On the other hand, motivators theory which also known as growth factor in Herzberg's are similar to esteem needs and self actualization needs in Maslow's. In the organization setting, factors involved as motivators are recognition, achievement, advancement and growth opportunities, including the characteristic of the work itself. Hence, these are internal or intrinsic factors that associated with the job directly. (Herzberg, Mausner & Snyderman, 1959). In this context, according to Nel, Gerber, Van, Haasbroek, Schultz, Sono, et al. (2001), it is important to fulfill the hygiene factor before introducing motivators which is in line with Maslow's to satisfy needs gradually from the lowest in hierarchy to the top of hierarchy.

Additionally, these theories contain content theories explaining that individuals will have own needs to be fulfilled in order to motivate them in the workplace. (Hong & Waheed, 2011). However, the process theories in contrast of content, focus on relationship between motivation factors and the work itself. (Adams, 1965; Heider, 1958; Lawler, 1973 & Vroom, 1964). Generally, based on Rowley (1996), these theories are appropriate to be applied to explain employees' behaviour and attitude in the organization.

Besides, Alderder's ERG motivation theory (1969) suggested that human needs can be shrunken into basic three categories which are Existence, Relatedness and Growth. This is similar to the above theories of Maslow and Herzberg, whereby both the existence and relatedness needs are related to extrinsic factors, Herzberg's hygiene factors and Maslow's lowest from bottom up three needs in the hierarchy. As for Growth needs, it is related to intrinsic and thus in accord with Herzberg's motivators.

Vroom's expectancy motivation theory (Vroom, 2005) is another motivation theory that highlights positive association between effort and performance when valued outcome is expected to be achievable and its result is perceived to be significant. However, human factors such as skill and knowledge, personality, experience and

capabilities also play an important role in affecting individual outcome from choices and effort made.

As for McClelland's achievement and acquired needs theory, McClelland (1961) describes three types of motivational needs which can influence a person's motivation level and effectiveness in his work performance, there are high need for achievement, high need for affiliation and high need for power.

The table below best illustrates comparison made between some of the main motivation theories discussed.

Table 2 : Comparison between Maslow, Herzberg, Alderfer ERG, and McClelland's Model

Maslow	Herzberg	Alderfer	McClelland
Self-Actualization Needs	Motivator	Growth Needs	Achievement Motive
Esteem Needs	Motivator		Power Motive
Social Needs	Hygiene Factor	Relatedness Needs	Affiliate Motive
Safety Needs	Hygiene Factor	Existence Needs	Avoidance Motive
Psychological Needs	Hygiene Factor		

Note: developed for this study

2.3 Organizational Citizenship Behaviour (OCB)

2.3.1 Introduction and definition

Organizational Citizenship Behaviour has been presented by Organ and his associates in 1983 for the first time. (Bateman & Organ, 1983). Originally this idea was first clarified from pioneered management scholar, Chester Barnard's compositions in 1938 about achievement of organizational objectives relied upon ability of people to contribute endeavour and hard work in cooperative and collaborative manner. (Barnard, 1968). Thereafter, the idea had been gradually developed and reconceptualised by scholars for improvement in individual performance and also organizational functionality in year 1964, 1966 and 1978. (Katz, 1964; Katz & Kahn, 1966; Smith, Organ, & Near, 1983)

Organ (1983) defines OCB as an extra role behaviour voluntarily beyond the role of the individual required by the definition of formal work and is beyond the scope of core business responsibilities (Lam, Chen & Takeuchi, 2009). Gurbuz (2006) emphasizes that it is purely personal choice to display OCB behaviours therefore non fulfillment of the task will not be ended with punishment.

According to Kats (1964), an organization needs employees who are willing to exceed existing role expectation and formal requirement in performing their job; in the absence of this behaviour, it is an extremely delicate and fragile social structure within the organization. This behaviour is commonly known as OCB which in fact represents an ancient human behaviour of helping others and yet no request for remuneration in return, has become a relative new concept as one of the aspect in analyzing job performance of employees. (Chien, 2009)

Besides, Roethhsberger and Dickson (1964) had reported that citizenship behaviour connected 'logic of sentiment' expressed by act of cooperation by individual

employees as opposed to ‘logic of facts’ for functionality of organization, in effect serves as ‘maintain internal equilibrium’ within employees including natural gesture of accommodation and mutual aid offered to them as team member, colleagues etc.

Further, it is highlighted by Smith, Organ and Near (1983) that citizenship behaviour displayed by employees is in fact capable to act as ‘lubricant’ to ensure components or units in each level of organization functioning well without unnecessary friction happen to harm the organization social system.

In addition, this role is the opposite of intra-role behaviour and according to Hui, Lam, and Schaubroeck (1999), they are arbitrary and normally are not considered official in employee performance. Practices quoted by Robbins (2001) as extra role behaviours such as maintaining a distance from pointless conflict, helping coworkers, offering to do additional work, participating in company activities etc., are consistent to Organ’s definition of OCB.

Nevertheless, citizenship behaviours are logically not easily to be measured and how to theoretically define OCB is the question raised by some researchers like Graham (1988), McAllister (1991), Van Dyne, Gummings and Parks (1992) and the issue of whether there is distinct conceptual boundary of OCB established. (Morrison, 1994) Hence, it is imperative to carefully conceptualize OCB as OCB is not the same for all employees. (Morrison, 1994)

Likewise, Smith, Organ & Near (1983) mention OCB is in a way hard to be impacted by formal reward scheme imposed externally due to the fact that it is of subtle, immeasurable nature and may even affect in relinquishing some part of the person’s performance by sacrificing his time in others’ work.

2.3.2 Dimensions of OCB

There are many dimensions proposed by scholars in their study to illustrate organizational citizenship behaviour (OCB). Many researchers started to develop a proper dimension to identify the OCB when OCB was first introduced in early 1930s by Barnard (1938). The first two dimensions which consist of altruism and generalized compliance, were first introduced by Smith, Organ and Near (1983), Organ and Near (1983), which consisted of altruism and generalized compliance only. Nevertheless, all dimensions being introduced were not accepted widely until the new dimension which introduced by Organ (1988) was found. According to Organ (1988), OCB dimension should consist of altruism, courtesy, sportsmanship, civic virtue and conscientiousness.

2.3.2.1 Altruism

Altruism, one of the core dimensions of OCB, clearly illustrates essence of helping behaviour within components of OCB. Based on Organ (1988, p.96), altruism is voluntary actions that help others with job related problem. Likewise, Shahzad, Siddiqui, and Zakaria, (2014) comments that altruism means being helpful, supportive and able to work cooperatively with others.

However, Organ (1988) also stressed that helping behaviour has another aspects such as ‘peacemaking’ which allow not only work problems of others but conflict to be resolved, prevented, addressed in a peaceful manner. Besides, Organ (1988) added that helping behaviour includes ‘cheerleading’ which is encouragement word and gesture towards coworker, render support and inspiration for development.

Therefore, employees who have tendency to demonstrate helping behaviour are likely to display OCB reflecting altruism dimension.

2.3.2.2 Conscientiousness

Organ (1988, p. 96) defined conscientiousness as a manner going beyond level required minimally to maintain order of matter. Conscientiousness which fundamentally works inward, relates to maintaining high degree of mindfulness towards the work undertakings. Organ (1988) stresses that it reflects the want of specific organizational member and their desire to participate and contribute effort for the success of the company. Thus, conscientiousness can be found in a behaviour type of upholding organizational order and securing organizational assets (Ozsahin and Sudak , 2015), being reliable and taking care of work deadlines (Polat, 2009), exceeding the expected level in performing and adhering to ruling and guideline (Matsushita, 2015), as well as being punctual and discipline (Polat, 2009).

In addition, conscientiousness is seen in an individual initiative voluntarily with involvement of creative and innovative work within organization such as providing constructive insights, suggestions and finding ways to improve functionality either individual, group or organizational level. (George & Jones, 1997, p. 155). Hence, it is concluded that workers with high level of conscientiousness are more likely to hone employees with high level of OCB.

2.3.2.3 Sportsmanship

As for sportsmanship, Organ (1988, p. 96) define it as a stance of tolerating unavoidable inconvenience without whining.

Sportsmanship generally is the ability to tolerate with complaint, grievances relating to work at the same time, still act and think positively towards the situation (Haroun, 2014); besides, being able to endure annoying circumstances without engaging protest, strike etc. (Cole, et al. 2010); ability to excuse and endure other employees

and demonstrating no grumblings (Soumendu, 2015); able to contribute in resolving organizational issues (Hong, et al. 2014); persuading others to resolve disagreement pertaining to the work (Jafari, et al. 2012); able to acknowledge feedback from others in the culture of the organization (Erkutul,2011). Likewise, Borman and Motowidlo (1993, p.82) mention that sportsmanship is seen in ability to cooperating with others and not complaining.

Thus, logically employees with high level of sportsmanship will likely to possess high OCB.

2.3.2.4 Courtesy

According to Organ (1988, p. 96), courtesy is forethought action that assist people by giving them advance notice to prevent problem from occurring. However, there are explanations on courtesy illuminating different individuals in the organization by various scholars, basically can be seen in someone who are courteous in keeping correspondence channels open to accomplish organizational objectives (Podsakoff, et al. 2000); by building constant engagement and cooperation among members of the organization, together strive towards common objective of the organization (Dipola, 2005).

Besides, courtesy can be seen in people showing appropriate conduct while being in the organization as clearly aware of consequences of personal action towards others (Chegini, 2009); in helping someone to avert an issue from happening or making strides ahead of time to alleviate the problem (Duffy, et al. 2013), encouraging data transfer and information exchange thus facilitating organizational operations (Altabouli et al., 2014); avoiding work issues and problems that adversely affect other coworkers (Alqahtani, 2014); as well as to be able to focus on the best techniques for utilizing optimally the available assets (Shahzad, et al. 2014); informing to remind

others on critical focuses in the work , duties performed at the same times, staying away from trouble or issues that may show up (DeConinck, 2015).

Furthermore, courtesy behaviour includes assistance provided either formal or casual to different people in the organization (Al Taamash and HassabAllah, 2015). Moreover, they attempt to keep others from ill feeling because of occasions that may prompt clash, thus displaying reasonable behaviour complying with ethics and moral values (Matsushita, 2015). Hence, employees with high sense of courtesy will likely to display OCB.

2.3.2.5. Civic Virtue

Organ (1988, p. 96) define civic virtue as helpful and beneficial participation in organization activities including keeping updated of key issues relating to the organization. Likewise, Graham, (1991, p.255) stresses that civic virtue is organizational participation indicating enthusiasm for organization affairs such as attending meeting that is non-required on top of sharing or imparting educated insights and new thought with others, and being able to convey bad news and battle team overall thinking.

Organ (1988) also mentions that employees with civic virtue appear productive, always involved constantly in providing view point and support as dynamic member in organizational welfare. In addition, civic virtue means employees will suggest his coworkers to embrace this positive conduct thus going along with the current and future state and growth of the organization. (Ozahin & Sudak, 2015).

According to Hiroaki, (2015) civic virtue is seen as unselfishly contribute to the organization either actively defining company policies, governance procedure, participate in decision making process, giving advice to others for work improvement or possess capacity to adapt to changes in organization. This is consistent with Ozahin

and Sudak, (2015), also highlights employees are givers who are committed to organizational success by actively participate in decision making process and tackling organizational issues.

However, prior research shows that there are different dimensions of OCB which are interpersonally directed organizational citizenship behaviour (OCB-I) and organizationally directed organizational citizenship behaviour (OCB-O). In this context, Williams and Anderson (1991, p.601-602) defines OCB-I as constructive behaviours that bring special advantage to individuals whereas OCB-O as behaviours that bring about benefit to the organization as a whole. These dimensions of OCB have association with Organ's (1988) dimensions in one way or another.

As a matter of fact, both Organ (1988) and Williams and Anderson (1991) developed-conceptualization are the two most popular one. (Podsakoff, Whiting, Podsakoff & Blume, 2009). Initially, OCB consists of two dimensions of Smith, Organ and Near, (1983) which is Altruism and conscientiousness, then later added by Williams and Anderson another three dimension that are courtesy, civic virtue and sportsmanship, to be made up of a total of five dimensions. Subsequently, disagreement exists among scholars that give rise to two-dimensional conceptualization suggested by Williams and Anderson (1991) which is OCB-I and OCB-O. In fact, both scholars are related in a way as altruism and courtesy of Organs (1988) are in the category of OCB-I dimension while OCB-O consists of conscientiousness, sportsmanship and civic virtue.

Nevertheless, despite the fact that there is no distinct concurrence within OCB literatures on the number of dimensions to be applied, the five facets of OCB frequently acknowledged and studied are similar to Organ's (1988) five dimensions, which are altruism, conscientiousness, sportsmanship, courtesy and civic virtue (LePine, Erez & Johnson, 2002). Hence, this study has adopted the five dimensions of

Organ (1988) which are altruism, conscientiousness, sportsmanship, courtesy and civic virtue.

2.4 Determinants of employees' job performance

2.4.1 Relationship between employees' Motivation and employees' Job Performance

Employees' motivation has risen as one of the essential organizational behaviour that influences execution and performance at work. Enthusiasm for motivation topic among behavioural scholars who conduct researches about organizations has increased significantly too (Katzell & Thompson, 1990). Besides, there are extensive empirical studies on association between motivation and job performance at work lead to various theories being created for work-motivation integration. (Guastello, 1987; Hyland, 1988; Klein, 1989)

In this regards, the reason for the escalation of studies according to Darolia, Kumari and Darolia (2010) are due to declining productivity of companies and also change of workforce expelled needs to adopt creative approaches in business as well as deal with human asset effectively. This is relevant to the insurance industry especially general insurance due to implementation of de-tariff business environment.

In addition, Whiteley (2002) portrays that all individuals are concerned with motivation to some degree and one thing that all employees have in common generally is the way that higher motivation lead to increased performance.

Thus, motivation- job performance in this context may be viewed as necessary in up keeping exertion in a person's effort at work, developing condition of persistence, intensity, excitement, direction of work etc.

2.4.1. Relationship between Intrinsic Motivation and Extrinsic Motivation and employees' job performance

Based on past research, there is significant positive relationship between both intrinsic and extrinsic motivation with employees' job performance. (Makki & Abid, 2017).

In addition, there are elements in the motivation process such as the individual, job itself and work environment thus making rise three levels in relation to motivation-work on the basis of these elements. (Darolia et al.,2010). To begin with the process, it is fundamental for an organization to comprehend the needs and requirement of the employees, their expectation about being compensated for their works. In the event that they perceive that they do well but are remunerated inadequately, their motivation level will be low. Hence, the organization should do something to raise expectancy level in order to improve motivation.

This is in fact consistent to Vroom's (2005) expectancy motivation theory which link effort, performance and outcome with expectancy. Therefore, managers of the organization should utilize system that tie pay with performance if they want to enhance the performance–outcome but with conditions that the rewards given are what the recipients wanted and perceived as significant. Thus, it is also essential for managers to understand the needs of the employees in terms of their perception about significant motivator either intrinsically or extrinsically.

The second level of motivation process is the nature of job itself considering the task undertaken is able to increase self-actualization motivation and sense of achievement within the individual thus resulting staff being committed to perform the work well.

Meanwhile, there are different thought on motivation for dimensions of intrinsic and extrinsic. Chua and Yegar (2006) argue that employees in the organization will be

intrinsically motivated if they are granted with choices as this provides individuals a feeling of individual control. Accordingly, the feeling of self control will lead to creativity, innovation and increase of job performance.

Next, Jensen, McMullen and Stark (2007) pointed out that extrinsic element such as rewards equally influences performance and normally management will consider it as one of the strategies in motivating employees to improve job performance and productivity. Therefore, performance is important element of motivation as extra effort demonstrated will lead to higher performance.

Even some researches stress that both intrinsic and extrinsic motivation could exist mutually without undermining the other (Atkinson, 1964; Vallerand, 1997), previous study highlights that the relationship of extrinsic motivators with job performance is slightly higher compared to intrinsic motivation. (Darolia et al. 2010). This is in line with Maslow's (1943) theory which suggests that extrinsic motivation must come first as it is from the bottom of the need hierarchy. Additionally, it is also empirically supported by Herzberg (1966) who mentions regarding separation of hygiene factor from motivator is essential.

Therefore, it can be concluded from the literature review that there is significant positive relationship between extrinsic motivation and intrinsic motivation with employees' job performance.

2.4.2 Relationship between POS and employees' Job Performance

Working environment has been stressed by past research to be important for bringing impact to employees' job performance. (Chandrasekar, 2011; Stup, 2003). In addition, environment which is not conducive, creating discomfort, unpleasant will be detrimental to the quality and quantity of employees' job performance. (Leaman, 1995).

On the environment perspective, employees' perception of how the organization focus on their well being by producing supportive environment such as pleasant working atmosphere, care on health issue that may result from work etc. likely to affect the quality and quantity of the work performed. (Eisenberger, Huntington, Hutchison & Sowa, 1986). Therefore, POS as one of the external factors arising from environment is liable to influence job performance. (Darolia, Kumari, & Darolia, 2010).

This is supported by Darolia et al. (2010); Wayne, Shore and Liden (1997) in their study that POS is moderately higher associated with job performance from basis of social exchange theory illustrating employee and employer relationship.

2.4.3 Relationship between OCB and Employees' Job Performance

Based on numerous historical theoretical perspectives, OCB is significantly related with job performance (Bolino, & Turnley, 2003; Chow, 2009; Ozer, M., 2011). Further, Chow (2009) contends that employees taking part in OCB can form great ties among colleagues since helping behaviour fulfil the relational needs of people in an organization. Moreover, it allows employees to see what they really need for fulfilling their job requirement. Therefore, high participation in OCB implied strong ties that will eventually lead to enhanced job performance. (Wei, 2014)

Besides, this social approach is particularly appropriate to explain relationship between organizational citizenship behaviour directed to individuals (OCBI) and job performance because OCBI which also known similar to OCB dimensions of altruism and courtesy of Organs (1988), can make easy interaction process, encourage communication, lessen clashes and friction, and yet improve individual's work effectiveness and efficiency. (Podsakoff & MacKenzie, 1997; Smith et al., 1983). In addition, an earlier research demonstrated that OCB particularly OCB dimensions of altruism and courtesy can cultivate transfer or sharing of tacit knowledge as practice in workforce thus leading to increase effectiveness and efficiency of job performed. (Evans & Davis, 2005; Lin, 2008).

However, there is lacking, based on prior studies, in examination on other dimensions of OCB such as conscientiousness, sportsmanship and civic virtue about their association with job performance. Nevertheless, study conducted by Chikaji and Abu Mansor (2015) on OCB dimensions among engineers in Republic of China, found that all dimensions of OCB, conscientiousness, courtesy, sportsmanship, and civic virtue are associated with employees' job performance.

In addition, there is another research done by Chelagat, Chepkwony and Kemboi (2015) to test the effect of OCB dimensions of altruism and courtesy towards banking sector employees' job performance in Kenya, indicates that there is positive significant relationship between two dimensions of OCB, altruism, courtesy and employees' job performance. Altruism is the helping behaviour which allows employees to assist colleagues or team member voluntary in resolving job-related problem and showing ability to complete task that is challenging as always go beyond job description thus leading to improvement of employees' job performance. Courtesy also will make the employees behave constructively or positively in order to improve job performance.

Meanwhile, the relationship between both OCB and performance is illustrated with presence of social exchange theory (Blau, 1964). This theory advises that the employees will develop psychological or mental contract with their superior and coworkers and this ‘obscured’ contract drives employees to invest energy, time and effort on extra-role behaviour beside the intra-role, both components of job performance, with the mindset that same treatment will be reciprocated for their additional work. On the other hand, Gouldner’s (1960) reciprocal norm will enable the individual who tend to offer assistance in return to those who have helped them before. Hence, in this manner OCB would not actually a cost or sacrifice to employees, but beneficial to improve quality of work performed. (Wei, 2014)

In the same vein, Van Scotter and Motowidlo (1996) articulate that it is naturally for employees who participate in OCB to put additional effort to improve their performance, assist their colleagues, finding creative ways for better work approach etc., when OCB has been developed as part of performance culture in the work place which eventually bringing about increase of employees’ performance and productivity (Podsakoff et al., 1997). In this effect, OCB could likely bring conducive and alluring working environment thus keeping up the best and harmony workforce.

Considering at management facet, it appears that great citizenships can enhance employees and managers' ability in working through planning, organizing and critical thinking process thus resulting good employee performance (Hui, Lam & Schaubroeck, 2001).

Therefore, despite the fact that OCB is difficult to be measured and beyond formal remuneration framework, studies confirm OCB is one pointer for appraising employee’s job performance (MacKenzie et al., 1991; Motowidlo & Van Scotter, 1994) due to OCB is one characteristic to benchmark good job performance (Podsakoff & MacKenzie, 1994; Turnipseed & Rassuli, 2005).

In line with Organ's (1983) definition of OCB, Organ (1997) points out that in fact Borman and Motowidlo's (1993) definition of "contextual behaviours" is the better and reasonable expression of OCB, which do not support the core function as an intra-role behaviour but more extensively on extra-role. (Borman & Motowidlo, 1993: p. 73). Extra role behaviour (ERB) is defined by Dyne (1995) as behaviour which will benefit people and organization, which is voluntary and goes beyond core job responsibility. ERB also assumed should support non-task domain such as social, psychological environment which surround the employees.

Therefore, OCB is in effect consistent with contextual based performance perspective expressed by displaying of extra role which is discretionary and non mandatory beyond job requirement as opposed to task based performance. Hence, this signifies that OCB is likely to relate with job performance even though ambiguity in terms of what should be included as intra role or extra role still likely continue.

Based on the above, OCB can be presumed to have significant positive relationship with employees' job performance.

2.4.4 Relationship between Intrinsic Motivation and Extrinsic Motivation and OCB

Throughout the years a significant relationship amongst motivation and OCB has been accounted for. Davila and Finkelstein (2013) point out that OCB grows as a result of motivation. In addition, research had further split OCB into dimensions to examine the association of motivation with each of them, intrinsically or extrinsically.

Individuals performing intrinsic process motivation take an interest in exercises that they appreciate and make a charming workplace for themselves and their coworkers. In this way we can expect that employees who exhibit altruism behaviour will make

the most of their work will probably help others and make a helping working atmosphere. (Ahmad & Khan, 2016).

Besides, conscientiousness also signifies motivation as somehow it will cause the employees to be more industrious, responsible, accountable and good performer due to conscientiousness behaviour of concentrating on job and timeline set. (Chang, Rosen, Siemieniec & Johnson, 2012).

Another dimension of OCB is sportsmanship where employees exhibiting this behaviour will always spend more time and effort in contributing to organizational effectiveness than complaining and grumbling. Thus, this will lead to creation of positive work culture and environment within the organization that facilitate fostering of motivation and other positive work behaviours. (Blakely, Andrews & Fuller, 2003).

According to Wang, Hinrichs, Prieto and Howell (2013), courtesy dimension of behaviour can prevent employees to involve in unnecessary fight, confusion and in consequence, conflict with the organization hence employees are motivated to display it. Next, the dimension of civic virtue is behaviour that demonstrated willingness in participating in unofficial organizational activities as this behaviour motivates employees in creating social connection and cohesiveness within work station thus improving work performance. (Bukhari, 2009).

Nevertheless, research has shown that OCB and extrinsic motivation have a negative relationship, due to fact that this drive requires some component of monetary reward or recognition for the effort to be carried out whereas OCB is not formally remunerated by the organization. (Barbuto & Story, 2011).

Even said so, the effect of extrinsic motivation on OCB is not to be taken for granted. Based on Ibrahim and Aslinda (2014), both intrinsic and extrinsic motivation grow and increase OCB directly but this relationship will be strengthened and influenced

with the presence of mediating factor such as organizational commitment, job satisfaction etc. In this regards, motivational theories such as equity theory, expectancy theory can be adopted in combination with intrinsic and extrinsic motivation which is under Herzberg's Two Factor theory, with aim to enhance OCB.

Past literature has evidenced that other common antecedents like job satisfaction can also motivate employees to execute extra-role task, thus variables such as motivation, job satisfaction and OCB are correlated. (Mushtaq & Umar, 2015). In addition, there were studies conducted regarding public service motivation and OCB in Korea which evident substantial positive relationship between both variables. (Kim, 2006). However, it is arguable that the findings may not be generalized and relevant to Malaysia context due to different settings of previous researches conducted. Research further reveals that culture element will play an important role in determining different context of OCB in different parts of the world. (Bukhari, 2009).

In this study, it is essential to examine social exchange theory in relation to OCB and motivation, According to Organ (1988), social exchange relationship will be developed between employees and their superiors resulted from fair treatment of their superior then leading to norm of reciprocity (Gouldner, 1960) by the employees and OCB is one behaviour indicating reciprocation. Trust is the core element which provides the basis and upkeep of the social exchange relationship (Blau, 1964), which originated from fairness in supervisory practices within organization thus resulting in employees' commitment, long-term trust and confident towards the company. (Konovsky & Pugh, 1994). Moreover, this theory supported the association of intrinsic motivation in terms of motivational job characteristics like job variety, autonomy, job purpose/meaning in affecting OCB. (Mushtaq & Umar, 2015).

In view of the above, it is concluded that there is significant relationship between OCB and intrinsic motivation and extrinsic motivation.

2.4.5 Relationship between POS and OCB

In various POS literatures, it is empirically found that there is a close association between POS and OCB (Duffy & Lilly, 2013; Hemati Nejad, Hamidi, & Allah Yari, 2012; Iraj Naqandar & Hamidi, 2013; Jain, Giga & Cooper, 2013; Jebeli & Evtebarian, 2015; Miao, 2011; Pohl, Santo, & Battistelli (2012).

According to Miao (2011), POS is associated with OCB and this is resulted from social exchange process. If the employees perceive that they are being supported in terms of their needs and well being, they will seek to reciprocate this beneficial treatment by becoming diligent, more conscientious and tend to display high level OCB (Eisenberger et al., 1986). Furthermore, the employees are given sufficient training, leaning opportunities, management support and resources resulting from this reciprocity norm, it is likely that they will want the organization to succeed as well, consequently they tend to be capable of assisting their colleagues, team for better performance, helping organization's business to grow, displaying OCB behaviour such as conscientiousness etc. (Wayne, Shore, Bommer, & Tetrick, 2002).

Besides, prior study confirmed that employees will perceive organization support with the presence of psychological capital thus enhancing OCB. (Caza, McCarter, Hargrove & Wad, 2009). This is because with enhanced POS, employees will start to feel cheerful about their future, confidence to do well in whatever endeavor, unleash their potential fully to perform job satisfactory. (Caza, McCarter, Hargrove & Wad, 2009). Moreover, motivation derived from external environment such as POS focus on employee improvement and development, acknowledgment of their commitment, concern about their welfare will result in forming conducive working atmosphere thus encouraging employees to possess positive behaviour which develop OCB at workplace.

Therefore, in appreciation of POS in the organization, the employees as an exchange act will demonstrate positive conduct such as OCB that advantages the organization. This is in line with Blau's (1964) social exchange theory and numerous POS literatures as highlighted earlier in this discussion. Kim, Eisenberger and Baik (2016) note that with existence of this sort of relationship between employer and employee, the staffs have reciprocal obligation to pay back the organization by way of boosting their efforts and display positive behaviour to achieve goal and improve performance. Previous POS theorists such as Asgari, Silong, Ahmad and Samah (2008) also mention that employee tends to respond POS with them exhibiting OCB in the workplace.

Based on the above, it is thus concluded that POS has significant relationship with *OCB*.

2.5 Mediating effect of Organizational Citizenship Behaviour

Given scant research on mediating effect of OCB, we still can observe presence of other variables as mediator for instance perceived organizational support found mediating the effects of procedural justice on OCB (Moorman, Blakely & Niehoff, 1998), organizational commitment holds a partial mediating effect between the relationship of leadership style and job performance (Yeh & Hong, 2012) and employee's trust on their leader can mediate between transformational leader and OCB behaviour. (Podsakoff et al., 1990)

Nevertheless, there are some researchers that looked into the mediating effect of OCB. According to Chiang and Hsieh (2012), OCB was the partial mediator between perceived organizational support and job performance. This is comparable to research conducted by Chen (2008) also on OCB as mediator variable. This means that hotel

employees' perceived organizational support stimulated job performance through partial mediation of OCB.

On the contrary, Ramasamy and Thamaraiselvan (2011), Teh and Yong (2011) indicated that OCB has a significant relationship with knowledge sharing behaviour; but Teh and Sun (2012) articulated that OCB was not able to mediate between knowledge sharing behaviour and job attitudes. Based on social exchange theory promoted by Blau (1964), knowledge sharing is a discretion behaviour that signifies and indicates OCB behaviour. A few researchers like Bock, Zmud, Kim, and Lee (2005), Jarvenpaa and Staples (2001) stressed that knowledge sharing gesture is an interchange reaction when employees receive job security, high paycheck, status, power etc. and these are extrinsic motivation that in fact can drive employees.

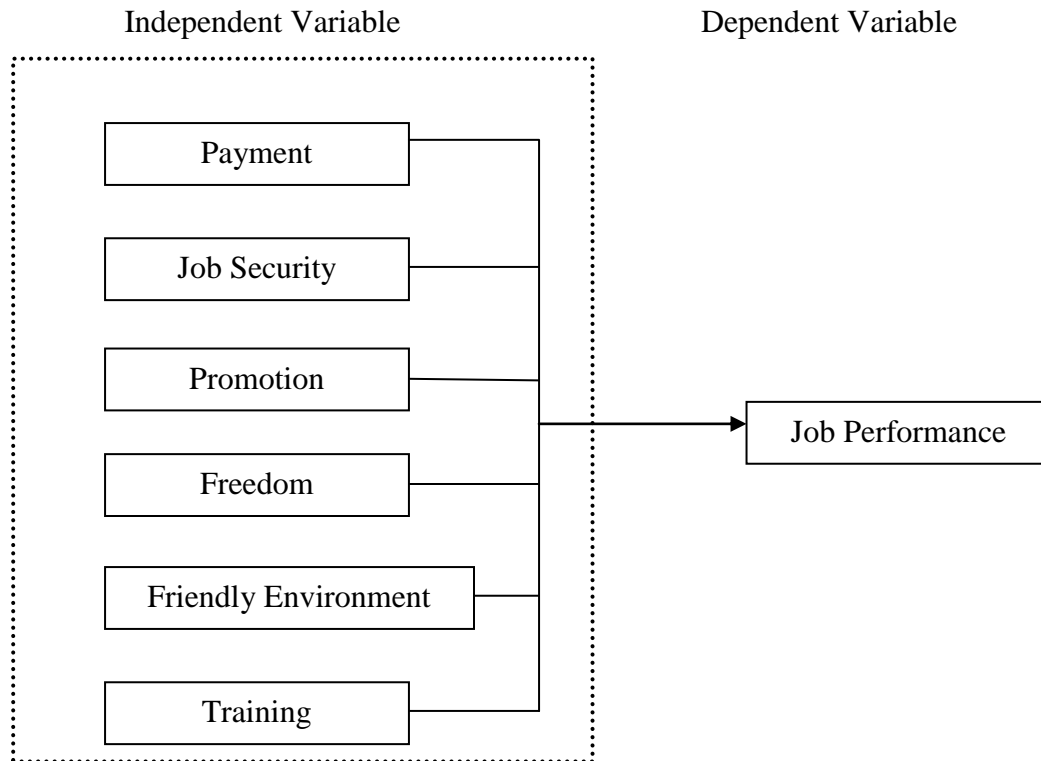
Besides, there are researches that evidenced motivation as necessity for OCB to be available in organization (Deci, 1971, Ryan and Deci, 2000a). The paper further expresses that low motivation when all is said in done, will not lead to employees performing activities that go beyond their set of job responsibilities (OCB), as motivation is a prerequisite for people to crave to utilize their capacities (Langeland, 1999). On the other end, Podsakoff et al. (1997) confirmed that OCB boosted employee job performance and enhance their efficiency.

In this manner, this study focuses endeavor to confirm whether OCB is a mediator variable between motivation and job performance. Based on review of above literatures, this study deduces likelihood of OCB in assuming a mediation role due to prior research have found job performance to be influenced by motivation and OCB displayed, also equally suggested relationship between OCB and employee job performance.

2.6 Conceptual Frameworks used in past studies

Conceptual framework for the relationship between motivational factors and employees' job performance

Figure 3: Conceptual Frameworks used in past studies 1



Note from Aarabi, M. S., Subramaniam, I. D., & Akeel, A. B. A. A. B. (2013). Relationship between motivational factors and job performance of employees in Malaysian service industry. *Asian Social Science*, 9(9), 301

This model is proposed by Aarabi, Subramaniam and Akeel (2013) with aim to examine relationship between motivational factors and job performance for employees in Malaysia service industry.

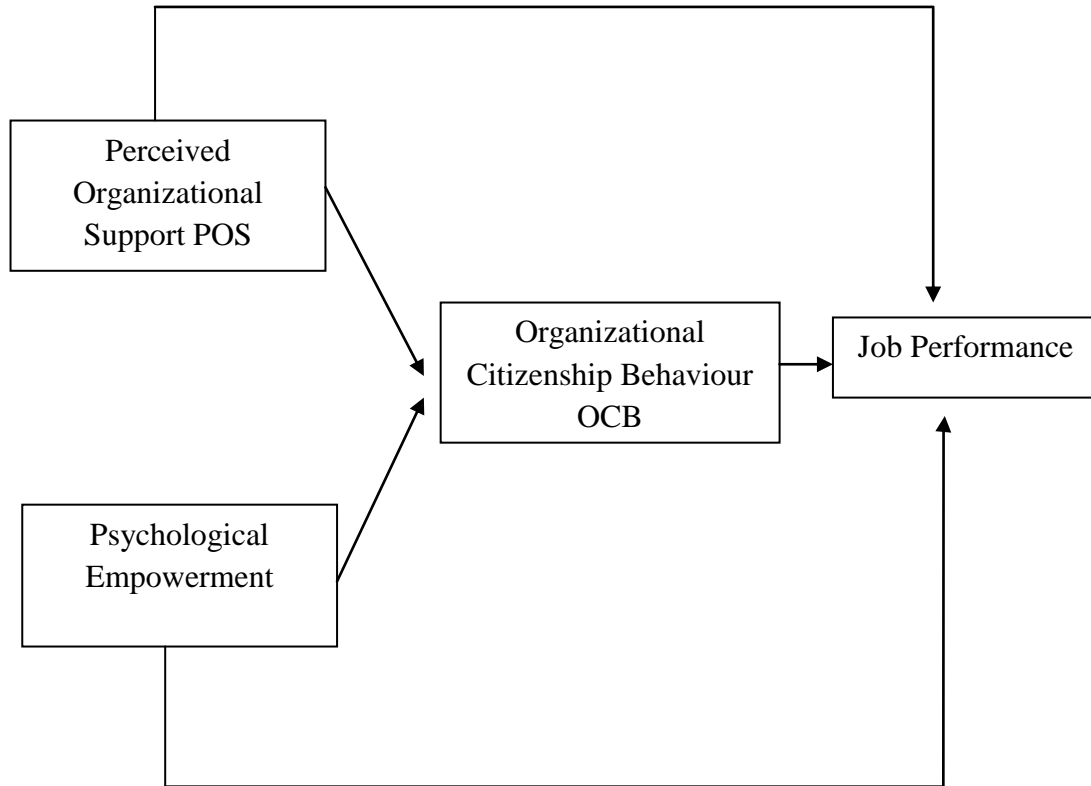
Based on the findings, both promotion and training is significant antecedents of service organization employees' job performance. This is consistent with Herzberg's (1986), hygiene factors and motivators theory which mention that money is the hygiene factor and promotion is one of the way direct towards securing more money to fulfill this need. On the other hand, employees' ability to achieve and inner drive for 'psychological growth' likely to be fulfilled by equipping them adequately with relevant skill and knowledge thus training will lead them to improve their job performance.

However, environment and job performance is found to be insignificant related, so it may be necessary to study environment in different context or perspective. It is feasible for instance to examine how the employees' perception of work environment tend to be supportive to them likely leading them to increase or decrease their performance. In this regards, the perception of employees in relation to situational perspective can be identified as research gap to be examined further as one of the aim of this study.

Furthermore, it has suggested for future research to focus on other motivation predictors in association with employees' job performance particularly service organization like insurance industry usually have many types of fringe benefits, incentive schemes to be entitled for permanent employees, succession planning system in place for employees' career advancement etc. Thus, this is another gap identified in order to cover wider range of motivation factors by grouping them into both aspect of intrinsic and extrinsic.

Conceptual framework for the impacts of perceived organizational support (POS) and psychological empowerment on job performance and the mediating effects of organizational citizenship behaviour (OCB)

Figure 4: Conceptual Frameworks used in past studies 2



Note from Chiang, C. F., & Hsieh, T. S. (2012). The impacts of perceived organizational support and psychological empowerment on job performance: The mediating effects of organizational citizenship behaviour. *International Journal of Hospitality Management*, 31(1), 180-190.

The above model is quite similar to the author's study, with one of the independent variables varies, and also different industry and country of study as it applies to hotel service industry in Taiwan.

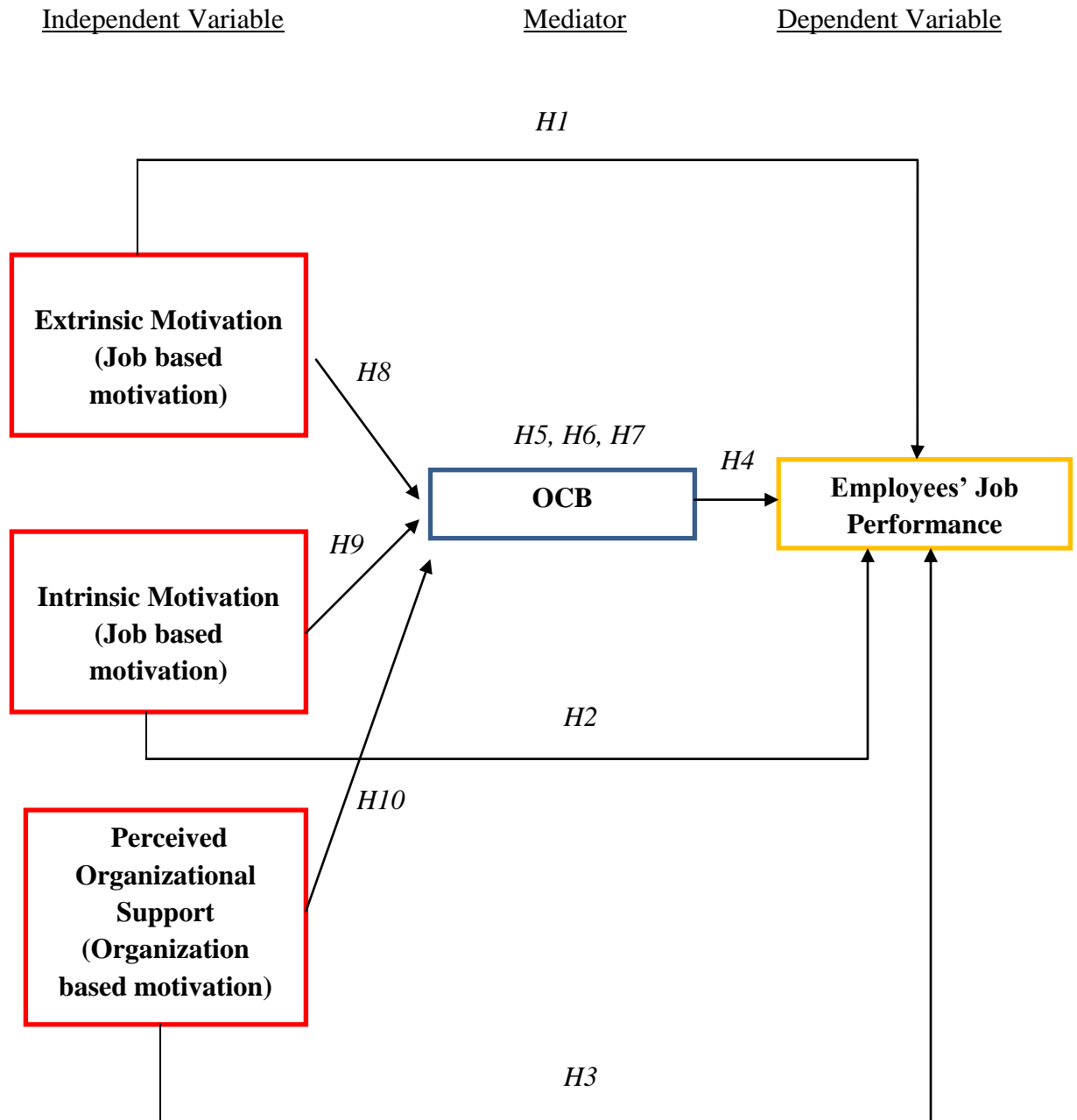
It is found that hotel employees' POS negatively influences employee job performance, which may be due to the fact that hotel employee have low POS as they perceive that hotel management tend to not value and support them at the same time hotel may be really lacking in providing care and needs to hotel employees.

OCB is partial mediator in this model in mediating both relationship including POS and job performance. This model has stressed the important of OCB to be elicited for hotel employees.

Further from this model, the author echoes the research to study other cultures or nation and in this context, Malaysia general insurance industry for comparison. It also includes role of OCB as mediator to enhance relationships among variables in insurance industry.

2.7 Proposed Conceptual Framework

Figure 5: Proposed Conceptual Framework



Note: developed for this study

This table above shows the proposed conceptual framework which is the core of this research to study the relationship of all dependent, independent variables and mediating effect of the variables.

2.8 Hypotheses of the study

Based on the literature review conducted, hypotheses are developed as follow:

- H1: There is a significant relationship between employees' extrinsic motivation and job performance
- H2: There is a significant relationship between employees' intrinsic motivation and job performance
- H3: There is a significant positive relationship between perceived organizational support (organization based motivation) and employees' job performance
- H4: There is a significant positive relationship between OCB and employees' job performance
- H5: OCB mediates the relationship between employees' extrinsic motivation (job based motivation) and employees' job performance
- H6: OCB mediates the relationship between employees' intrinsic motivation (job based motivation) and employees' job performance
- H7: OCB mediates the relationship between perceived organizational support (organization based motivation) and employees' job performance

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- H8: There is a significant relationship between employees' extrinsic motivation and OCB
 - H9: There is a significant relationship between employees' intrinsic motivation and OCB
 - H10: There is a significant relationship between perceived organizational support (organization based motivation) and OCB

2.9 Conclusion

This chapter enables study and understanding of various motivational theories, OCB dimensions, association of these variables with performance including the mediator role being identified in this study. As a result of the material and journals gathered extensively from the review, variables for this study are then successfully defined and confirmed.

Next, the following chapter will discuss the methodology used for achieving the research objective of this study.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

This chapter will address the research methodology used for this study. It comprises research design, data collection method, the development of the survey questionnaire, sampling strategy, pilot test, construct measurement as well as method of analysis.

3.2 Research Design

According to Mak Saunders, Lewis and Thornhill (2008), in their study on research 'onion', a research needs to deal with aspects such as research philosophies, approaches, research strategies, choices of method, time horizons and lastly research techniques and procedures, for a research to be designed reasonably.

In general, this study is categorised under the positivism research philosophies. Deductive approach is used as theories and hypotheses are developed and tested. Furthermore, the researcher has adopted a quantitative method in this study which allow researcher to examine statistical relationship between variables and also to determine the strength between them with statistical proof. (Sekaran, 2003)

A survey- based research strategy is used for this study among other available options such as mechanical observation etc. This survey-based research is considered the most appropriate method to collect data as it is capable of collecting a large number of data from respondents at one time considering its cost effectiveness and reliability. (Blackstone, 2012).

Meanwhile, the research instrument for this study is a self-administered questionnaire and it is appropriate as this method is simple, economical and efficient way of collecting primary data from the chosen general insurance companies in Malaysia. However, the disadvantage of using this method is the risk of mistake made by respondents in the process of completing due to lack of understanding on the questionnaire or ‘simply’ behaviour and also there is minimal control by the researcher. Therefore, the validity of the data collected is somehow questionable and thus need to use reliable scales (Hair, Black, Babin, Anderson & Tatham, 2010).

3.2.1 Time Horizon of the Research

A cross-sectional review is utilized for this research when the review is descriptive. Cross-sectional study is useful as it compare various population groups at a single point of time. The principle point is to determine the association between independent and dependent variables at that particular time as well as able to link up to hypotheses but this review is unable to make causal inferences (Levin, 2006).

3.3 Measurements of Variables in Study

Under this study, operationalization will be a significant portion to be considered for the measurement model. Previous literatures will be utilized to operationalize specific constructs in the literatures if the measurement constructs closely assemble or related

to the purpose of the study. Since reliability and validity of the measurement scale can be guaranteed with operationalization (Hair et al., 2010), thus this study has recommended adaption of existing measurement items of variables from previous literature.

3.4 Data Collection

Both primary and secondary data are used in this study. The blend of both ways can reduce the chances of getting biased information. (Sekaran & Bougie, 2010).

Primary data is first hand data gathered from research study whereas secondary data is information obtained from other researchers (Sekaran & Bougie, 2010). The difference between them is that primary data collection will need contact or dealing with respondents via dissemination of questionnaire etc. thus required more time for completion. However, it is simpler for secondary data collection as the data can be obtained from book, publication, journal articles, research studies and website such as governmental websites.

This study chooses three (3) private general insurance companies consist of AmGeneral Insurance Berhad, Allianz General Insurance Company (Malaysia) Berhad, and Etiqa Insurance Berhad. These three companies were chosen based on their comparable size, market share, competitiveness in business etc. Besides, these companies were ranked the top four among general insurance companies with highest market share based on gross direct premium in year 2015.

Considering the dominant of services sector in Klang Valley geographically, these companies have its strategic location in Kuala Lumpur which is dependable in terms of representation of data for all insurance companies in Malaysia.

To substantiate selection of these three companies, the relevant statistical support was obtained from reliable source (statistical bulletin, 2015) and related websites on details of the companies.

3.5 Sampling Design

A sample design is imperative as it provides foundation and framework for sample selection of a research (Lavrakas, 2008). There are two sampling choices, probability and non-probability sampling can be used. For this study, a non-probability method is used as no sampling frame can be compiled for this research.

Non-probability method is appropriate to be used as the researcher will select the sampling unit for the study (Zikmund & Babin, 2007). Based on the research, it is unpractical to ensure all target respondents in general insurance industry in Malaysia equally selected for this study. Therefore, non-probability sampling methods can be useful when it is impractical to conduct probability sampling.

Next, this study applied quota sampling method under judgmental criteria whereby questionnaires were equally distributed among three general insurance companies involved in this study.

3.6 Sampling Size

Malhotra and Peterson (2006) defined sampling size as '*the number of units to be included in a study*', and there is no definite rule to determine an appropriate sample size for research (Briggs, Morrison, & Coleman, 2012).

According to Saunders et al. (2012), a sample size of 350 is considered reasonable to represent a large population. However, some researchers have different views in deciding sample size such as a sample size exceeding 300 is considered good, 200 is considered as fair and 100 is considered as poor (Manning & Munro, 2007). Based on consideration on various views of researchers relating to sample size, this study decided a sample of 400 respondents which was adequate for the survey.

From the process of collection, 37 sets were incomplete out of total of 400 questionnaires. Hence, a total of 363 completed questionnaires are collected for this study.

3.7 Questionnaire Design

There are three sections in the questionnaire namely Section A, Section B and Section C as shown in the table below:

Table 3: Five Sections of Questionnaire

Section	Variable
Section A	General Information
Section B	Job Motivation
Section C	Perceived Organizational Support (POS)
Section D	Organisational Citizenship Behaviour (OCB)
Section F	Job performance

Note: developed for this study

There are a total of 51 questions which have to be answered by respondents. Section A comprises 10 questions on general information; section B consists of 9 questions on measure of 9 constructs of motivation. Next, section C consists of 6 questions on POS, while section D consists of 20 questions on OCB. Lastly, Section E has 6 questions on job performance.

3.7.1 Construct Measurement

Based on previous studies, Likert-type scale of 5-7 points result in midpoints in the odd number scale may often regarded as dumping ground (Kulas, Stachowski & Haynes, 2008). The respondents tend to find easy way out by choosing the neutral point in answering the questions in questionnaire. Thus, this study adopted a 6-point Likert-type scale, whereby 1 (strongly disagree) to 6 (strongly agree) for the purpose of this study.

Meanwhile, the sequence of questions in questionnaire distributed to respondents will not be the same as Table 6, except for general information (Section A). In the context of job motivation for instance, the questions are not divided into extrinsic and intrinsic motivation categories but a mixture of questions consist of both aspects will be presented due to the reason to avoid unnecessary 'leading' question to the respondents as they will pre-determine type that they preferred if they know the category in advance.

Table 4: Research Variables and Scale Items

Research Variables	Item description	Source (adapted)
Section A		
General Information	<ol style="list-style-type: none"> 1. Gender 2. Age 3. Marital Status 4. Number of children 5. Race/ethnicity 6. Religion 7. Educational level 8. Duration of service 9. Job position 10. Department 	
Section B		
Job Motivation	<p>a) <u>Intrinsic Motivation</u></p> <ol style="list-style-type: none"> 3. Because I derive much pleasure from learning new things. 5. For the satisfaction I experience from taking on interesting challenges. 8. For the satisfaction I experience when I am successful at doing difficult tasks 9. Because I like the feeling of being totally immersed in the activity. 	(Tremblay, Blanchard, Taylor, Pelletier & Villeneuve, 2009; Ryan & Deci, 2000)

	<p>b) <u>Extrinsic Motivation</u></p> <p>1. For the income it provides me.</p> <p>4. Because I chose this type of work to attain my career goals.</p> <p>6. Because it is part of the way in which I have chosen to live my life.</p> <p>7. Because I want to be very good at this work, otherwise I would be very disappointed.</p> <p>c) <u>Amotivation</u></p> <p>2. I ask myself this question, I don't seem to be able to manage the important tasks related to this work.</p>	
Section C		
Perceived Organizational Support	<p>1.The organization values my contribution to its well-being.</p> <p>2.If the organization could hire someone to replace me at a lower salary, it would do so.</p> <p>3.The organization strongly considers my goals and values.</p> <p>4.The organization would ignore any complaint from me.</p> <p>5.The organization cares about my general satisfaction at work.</p> <p>6.The organization wishes to give me the best possible job for which I am qualified.</p>	(Eisenberger, Huntington, Hutchison & Sowa, 1986)

Section D

<p>Organizational Citizenship Behaviour (OCB)</p>	<p>a) <u>Altruism</u></p> <p>1. I help others who have heavy work load</p> <p>9. I am always ready to give a helping hand to those around me</p> <p>12. I willingly help others who have work related problems</p> <p>17. I guide new employee even though it is not required</p> <p>19. I will stop and correct coworkers when I see them doing something wrong or incorrectly</p> <p>b) <u>Courtesy</u></p> <p>5. I try to avoid creating problems for co-workers</p> <p>7. I do not consider the impact of my actions on co-workers</p> <p>11. I respect the rights of people that work with me</p> <p>c) <u>Civic virtue</u></p> <p>6. I keep abreast of changes in the organization</p> <p>8. I attend meetings that are not mandatory, but important</p> <p>10. I read and keep up with organization announcements, memos, and so on</p> <p>15. I do not take extra breaks</p> <p>18. I make constructive suggestions that can improve the operations of the company</p>	<p>(Podsakoff et al.,1990 ; Lo & Ramayah, 2009)</p>
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	<p>d) <u>Sportsmanship</u></p> <p>4. I do not waste time complaining about trivial matters</p> <p>13. I always focus on what is right, rather than what is wrong</p> <p>14. I always find fault with what the organization is doing</p> <p>e) <u>Conscientiousness</u></p> <p>2. I do my job without constant requests from my boss</p> <p>3. I believe in giving an honest day's work for an honest day's pay</p> <p>16. I respect company rules and policies even when no one is watching me</p> <p>20. I often arrive early to work and start work immediately</p>	
Section E		
Job Performance	<p>1. How would you rate your performance/effectiveness as compared with your peers?</p> <p>2. How do you rate the quality of your own work in the past six months?</p> <p>3. How do you rate the quantity of your own work in the past six months?</p> <p>4. How was your performance rated in your last appraisal?</p>	(Koopmans, Bernaards, Hildebrandt, van Buuren, van der Beek & de Vet, 2012)

	<p>5. How often was the quality of your work - that you completed or achieved - below what it should have been in the past six months?</p> <p>6. How often was the quantity of your work - that you completed or achieved - below what it should have been in the past six months?</p>	
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3.7.2 Pre-Test of the Questionnaire

A pilot study was conducted in order to identify any problem pertaining to the questionnaire. Among the possible issues arising such as understanding the questionnaire by respondents, the improper flow of the questionnaire, availability of double-barreled or unclear statement, the length of the questionnaire etc. that will have substantial impact on the reliability and validity of the questionnaire.

Therefore, the questionnaire need to be evaluated by experts (Malhotra, 2004) and thereafter, a pre-testing of the questionnaire was conducted to assess the questionnaire prior real data collection process. With this rationale in mind, 5 respondents were selected among the selected general insurance companies to test if any validity issues arise from the questionnaire designed. Based on the feedback obtained from the pre-test, the questionnaire was improved accordingly.

In this regards, one respondent among the selected general insurance company employees has commented the questionnaire below:

Respondent: Male; 5-10 years tenure; Senior Level management; Claims department;
AmGeneral

Table 5 : Feedback from Pre-test respondent 1

No	Question	Statement prior test	Comment by respondent	Statement post test
1	Section D; No 14	I always find fault with what the organization is doing	Remove 'always' as it will mislead respondent towards answering	I find fault with what the organization is doing
2	Section D;No 15	I do not take extra breaks	What do you mean by 'breaks', whether is holiday break or tea break	I do not take extra breaks during working hour
3	Section D; No 16	I respect company rules and policies even when no one is watching me	Question not clear and misleading. Positive question sound clearer	I respect company rules and policies when someone is watching me
4	Section F;G	Likert scale 5 points	Scale should be changed to likert scale 6 points	Likert scale 6 points
5	Section F; No 6,5	How often was the quantity of your work less than it should have been in the past six months?	Question not clear to respondent	How often was the quantity of your work achieved below it should have been in the past six months?
6	Section G;No 3	How likely are you to accept another job at the same compensation level should it been offered to you?	Question not clear to respondent	How likely are you to accept another job at the same pay should it been offered to you?

Respondent: Female; 5-10 years tenure; Middle Level management; Corporate Communication/ Strategy and People; AmGeneral

Table 6 : Feedback from Pre-test respondent 2

No	Question	Statement prior test	Comment by respondent	Statement post test
1	Section C; No 6	The organization is willing to help me when I need a special favor.	The question is not clear and should be replaced with question that fair suit the industry	The organization wishes to give me the best possible job for which I am qualified.

Note: developed for this study

3.8 Data Analysis

Data analysis is an imperative component for any research work as its ability in affecting the outcome of the research (Kumar, Aaker, and Day (1999)).

The data collected were entered and analyzed using Statistical Package for Social Science (SPSS) version 22. At the first stage of analysis, the researcher conducted the preliminary data analysis on the data by cleaning, editing, coding, and treating of missing data. Thereafter, the researcher conducted testing of outliers, normality and multicollinearity on the data.

As for data analysis estimation, the confidence level of this study is set to ninety five percent (95%) which mean only five per cent (5%) errors were allowed in the analysis to support the hypothesis testing. There were a few analytic tools used in this study to obtain the research finding including Pearson's correlation coefficients, correlation analysis, regression test and descriptive analysis.

Based on this research, the Pearson's correlation coefficients were applied to analyze the relationship between each of the variables. Furthermore, correlation analysis on

the independent variables, intrinsic motivation and extrinsic motivation were also obtained to identify the level of importance towards leading to job performance. The mediating role of OCB also tested in this study. Regression test were also used in investigating the relationship between independent variables and the job performance.

3.8.1 Reliability and Validity

Validity and reliability tests should be emphasised in research in order to assess the usefulness and the quality of data (Hair et al., 2010). As for reliability, a reliability test was used to test the consistency for the measurement. Generally, Cronbach alpha was used to assess the internal homogeneity among measurement items, with the value of the coefficient alpha for the particular construct should exceed 0.70 (the cut off value for acceptable reliability) in order to be considered reliable. Two validity tests which are convergent and discriminant validity were conducted for this study.

3.9 Conclusion

This chapter had given information on the research methodology used in this study and will be followed by review of data collection outcome and findings will be discussed accordingly in the subsequent chapter.

CHAPTER 4

DATA ANALYSIS

4.0 Introduction

This chapter displays and interprets the results of the statistical analysis. The data collected for this study was analysed using the SPSS version 22 software. This chapter concludes with a table displaying the ten hypotheses of this study, and denoting as well whether the results of this study supported the said hypotheses or otherwise.

4.1 Descriptive Analysis

Descriptive analysis provided information about the demographic profile of the respondents ($n = 363$) in the sample used in this study. It also enabled the means and standard deviations of the five variables in this study to be ascertained. According to Hair et al. (2010), the mean is the expected value that is derived from the central point of the random variable, whereas the standard deviation shows how much dispersion there is from the mean.

4.1.1 Respondents' Demographic Profile

Table 7: Respondents' Demographic Profile

Characteristics	Percent (%)
Gender	
Male	39.1
Female	60.9
Age	
21 – 35	54.0
35 and above	46.0
Marital Status	
Single	41.3
Married	58.1
Divorced	0.6
Number of Children	
No	51.8
One/ More than One	48.2
Race	
Malay	50.1
Non – Malay	49.9
Education Level	
Diploma/Foundation	38.6
Degree and above	61.4
Services (Years)	
0-5 years	53.2
5 years and above	46.8
Job Position	
Executive	47.7
Lower Level Management	30.9
Middle Level Management	20.4
Senior Level Management	1.1
Department	
Support Functions	21.2
Underwriting	16.0
Claims	45.2
Marketing	17.6
Total	100.0
Sample Size	363

Table 7 describes the targeted respondents ($n= 363$) from three general insurance companies in Kuala Lumpur. A majority of the respondents are female (60.9%), whereas 39.1% of them are male. With respect to age, 54% of the respondents are aged 21-35 years old; and 46% are aged 35 years old and above. Most of the respondents, in terms of ethnicity, are Malays (50.1%), whereas Chinese and Indians make up 49.9% of the respondents. In terms of educational level, 61.4% of the respondents hold a Degree, whereas only 38.6% are Diploma holders. 58.1% of the respondents are married, leaving 41.3% of them in the single category; and amongst those who were married, 51.1% have no children.

In the matter of service tenure, 53.2% of the respondents in the sample have been in their organizations for less than 5 years, and 46.8% of them have been in their organizations for more than 5 years. In terms of job title, 47.7% of the respondents are executives, 1.1% of them are in senior management, 20.4% of them are in middle management, and 30.4% of them are in lower management. 45.2% of the respondents in this sample are from the claims department that handles claims; and the other respondents are spread across other departments fairly evenly: underwriting (16%), marketing (17.6%), supportive functions (21%). Examples of supportive functions are the following: finance, information technology, human resource and risk and compliance.

4.2 Reliability Analysis

Table 8: Means, Standard deviations and Cronbach's alphas

Variable	Item*	Mean	Std. Deviation	Cronbach's Alpha
Job performance	6	3.32	0.46	0.659
Intrinsic Motivation	5	3.94	0.58	0.521
Extrinsic Motivation	4	4.62	0.66	0.719
Perceived Organizational Support (POS)	6	3.82	0.48	0.822
Organizational Citizenship Behaviour (OCB)	20	4.50	0.41	0.814

Note: * All items were measured using a Six-point Likert scale

Table 8 above displays the means, standard deviations, and Cronbach's alphas of all five variables used in this study. The reliability for each variable in this study was measured using Cronbach's Alpha (α). The measurement of Cronbach's Alpha is specified as any value between 0 to 1. Thus, if the value is closer to 1, it indicates that better consistency of results within items in the scale can be achieved. The internal consistency of the five scales that were used to measure the five variables in this study was acceptable, because their Cronbach's alpha values were 0.60 and above for four variables, and above 0.5 for one variable: extrinsic motivation, 0.719; POS, 0.822; OCB, 0.814; job performance, 0.659; intrinsic motivation, 0.521. According to Hair et al. (2010), a variable is considered to be reliable and acceptable when Cronbach's alpha value is greater than 0.6. Nevertheless, according to Nunnally (1978) and Merchant (1985), a Cronbach alpha value of 0.5-0.6 is also acceptable as it represents the lowest acceptable reliability. Therefore, it can be construed that all five scales satisfied the tests of reliability analysis.

In addition, the results relating to the mean values of the five variables used in this study, as displayed in Table 9, indicate that the respondents in this study perceived themselves to be more extrinsically motivated (mean= 4.63) rather than intrinsically motivated (mean= 3.94); and more inclined towards displaying OCB (mean= 4.50). The respondents' perception of their job performance recorded the lowest mean value (mean= 3.32) whereas their perception of POS (mean= 3.82) recorded the second lowest mean value amongst all five variables of the study.

4.3 Inferential Analysis

4.3.1 Pearson Correlation Coefficient

Correlation coefficient is used when the 'best' independent variable is to be selected. The higher the value of the correlation coefficient, the greater and stronger the relationship between correlated variables.

Table 9 : Correlation Analysis between all Five Variables

	Job performance	POS	OCB	Extrinsic motivation	Intrinsic motivation
Job performance		0.021	**0.172	-0.005	-0.034
POS	0.021		**0.374	**0.494	**0.444
OCB	**0.172	**0.374		**0.463	**0.363
Extrinsic motivation	-0.005	**0.494	**0.463		**0.655
Intrinsic motivation	-0.034	**0.444	**0.363	**0.655	

Note: Correlation is significant at: **0.05

The results of the correlation analysis displayed in Table 9 above indicates a significant positive relationship between employees' perceived job performance and employees' perceived OCB at $r = 0.172$ ($p < 0.05$) that indicates support for H4. In

addition, employees' perceived OCB also has significant positive relationships with employees' perceived POS at $r = 0.374$ ($p < 0.05$), employees' perceived extrinsic motivation at $r = 0.463$ ($p < 0.05$), and employees' perceived intrinsic motivation at $r = 0.363$ ($p < 0.05$), indicative of support for H8, H9 and H10. The results also evidence no significant positive correlations between employees' perceived extrinsic motivation, employees' perceived intrinsic motivation and employees' perceived POS with employees' perceived job performance; hence, evidencing an absence of support of H1, H2 and H3.

4.3.2 Multiple Regression Analysis

Table 10: Results of Multiple Regression Analysis: Between 4 Independent Variables & Job Performance; and between 3 Independent Variables & OCB

Variable	(Model 1) Job performance (Dependent Variable)	(Model 2) OCB (Dependent Variable)
(Constant)	2.59	2.79
Intrinsic Motivation	Beta = -0.063; $p = 0.262$	Beta = 0.047; $p = 0.283$
Extrinsic Motivation	Beta = -0.041; $p = 0.425$	Beta = 0.202; $p = 0.000$
POS	Beta = 0.000; $p = 0.995$	Beta = 0.154; $p = 0.001$
OCB	Beta = 0.259; $p = 0.000^{**}$	
R^2	0.042	0.245
Adjusted R^2	0.031	0.238
F	3.923	38.67
Durbin-Watson	1.827	1.997
Tolerance	ranges from 0.484 - 0.755	ranges from 0.520 - 0.730
Variance inflation factor	ranges from 1.324 - 2.067	ranges from 1.369 - 1.923

Note: Cell entries are unstandardised coefficient estimates ($n = 362$); $**p < 0.05$

Multiple regression analysis (MRA) was used to estimate the relationships of all four independent variables (e.g. intrinsic motivation, extrinsic motivation, POS, OCB) and employees' perceived job performance as the dependent variable. MRA was also used to estimate the relationships of three variables (e.g. intrinsic motivation, extrinsic motivation, POS) with employees' perceived OCB as the dependent variable. When MRA was executed both times, there was an absence of multicollinearity between the independent variables, based on the tolerance values of more than 0.10, the variance inflation values of less than 10, and the Durbin-Watson values that approximate 2.0.

As shown in Model 1, Table 10, the four independent variables (intrinsic motivation, extrinsic motivation, POS, OCB) only explained 3% of the variation in employees' perceived job performance. This is shown by the results of the adjusted R^2 (0.031), the F statistics (3.923) and the corresponding p value ($p < 0.005$). Out of the four independent variables, only one out of the three variables, namely, employees' perceived OCB had a significant positive relationship with employees' perceived job performance ($p < 0.05$, Beta value = 0.259, $p = 0.000$); whereas the other three variables did not evidence such a relationship: intrinsic motivation ($p > 0.05$, Beta value = -0.063, $p = 0.262$), extrinsic motivation ($p > 0.05$, Beta value = -0.041, $p = 0.425$) and POS ($p > 0.05$, Beta value = 0.000, $p = 0.995$).

As shown in Model 2, Table 10, all three variables, namely, intrinsic motivation, extrinsic motivation and POS, explained 23.8% of the variation in employees' perceived OCB. This is supported by the results of the adjusted R^2 (0.238), the F statistics (38.67) and the significant corresponding p value ($p = 0.000$). Out of the three independent variables, extrinsic motivation ($p < 0.005$, Beta value = 0.202, $p = 0.000$) and POS ($p < 0.005$, Beta value = 0.154, $p = 0.001$) have significant positive relationships with OCB. The higher Beta value for extrinsic motivation suggests that in comparison with POS, it has a stronger significant positive relationship with employees' perceived OCB.

Table 11: Simple Regression Analysis: Between all 3 Independent Variables & OCB; and between OCB & Job Performance

	DV = Job Performance	DV = OCB	DV = OCB	DV = OCB
	IV = OCB	IV = Extrinsic Motivation	IV = Intrinsic Motivation	IV = POS
Beta Value	0.196	0.284	0.255	0.317
P value	0.001	0.000	0.000	0.000
(Constant)	2.44	3.19	3.494	3.289
R^2	0.030	0.214	0.132	0.140
Adjusted R^2	0.027	0.212	0.129	0.138
F	10.943	98.196	54.640	58.612

Note: DV = Dependent Variable; IV = Independent Variable

The results of the simple regression analysis (SRA) displayed in Table 11 evidence that all three variables (employees' perceived intrinsic motivation, employees' perceived extrinsic motivation and employees' perceived POS), when employees' perceived OCB is regressed against each separately, have significant positive relationships with OCB, with p values for all three variables < 0.01 . Likewise, the results of the SRA, displayed in Table 11, also show that there is a significant positive relationship between employees' perceived OCB and employees' perceived job performance, when employees' perceived job performance is regressed against employees' perceived OCB.

Table 12: Simple Regression Analysis (SRA) between all 3 Independent Variables & Job Performance

Dependent Variable	Job Performance	Job Performance	Job Performance
Independent Variable	Extrinsic Motivation	Intrinsic Motivation	POS
Beta Value	-0.003	-0.029	0.021
P value	0.925	0.497	0.685
(Constant)	3.335	3.432	3.240
R2	0.000	0.001	0.000
Adjusted R2	-0.003	-0.001	-0.002
F	0.009	0.463	0.165

The results of the SRA, in Table 12, evidence that all three variables (e.g. employees' perceived intrinsic motivation, employees' perceived extrinsic motivation and employees' perceived POS), when employees' perceived job performance is regressed against each of them separately, have no significant positive relationships with employees' perceived job performance, with p values for all three variable recording values > 0.05 . There also appears to be a negative yet insignificant relationship between both employees' perceived extrinsic motivation (Beta value = -0.003, $p = 0.925$, $p > 0.05$) and employees' perceived intrinsic motivation (Beta value = -0.029, $p = 0.497$, $p > 0.05$) with employees' employees' perceived job performance; and a positive yet insignificant relationship between employees' POS (Beta value = 0.021, $p = 0.685$, $p > 0.05$) and employees' perceived job performance.

4.4 Mediation Effect

4.4.1 Four steps in a mediation analysis

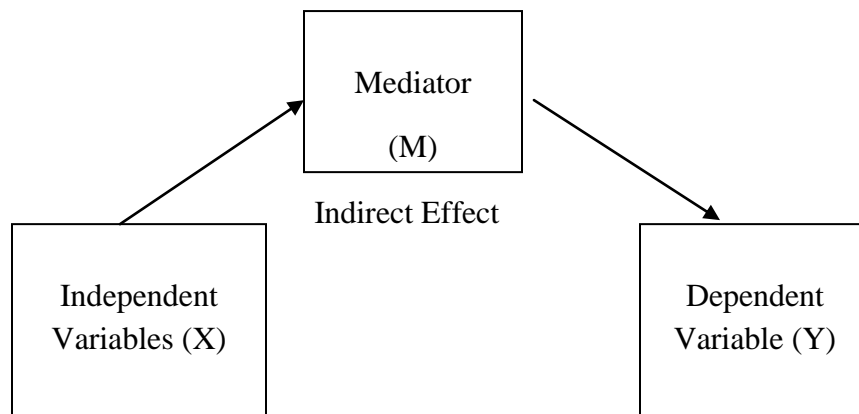
According to past research (Baron & Kenny,1986; Judd & Kenny,1981) there are four steps necessary for testing mediation:

- Step 1: Show that the causal variable (X) is significantly correlated with the outcome variable (Y)
- Step 2: Show that the causal variable (X) is significantly correlated with the mediator. The mediator is essentially treated as if it was an outcome variable
- Step 3: Show that the mediator significantly affects the outcome variable (Y)
- Step 4: Show that if the mediator completely mediates the relationship between the causal (X) and outcome variables (Y), the effect of X on Y with the mediator should be of non-significance. If the relationship between X and Y, still remains significant, the mediator is denoted as a partial mediator.

According to Kenny, Kashy and Bolger (1998) all four steps must be fulfilled to determine mediation. However, in recent years, it is believed that in establishing mediation, steps 2 and 3 are sufficient (Kenny, 2016), unless in the case of complete mediation, whereby step 4 must be fulfilled. In addition, most scholars agree that step 1 is in fact not necessary to be met based on type of mediation. (Kenny, 2016)

4.4.2. Indirect Effect

Figure 6: Indirect Mediation Effect



Note:

→ Significant path

Note from Gaskin, J. (2010). A simple guide to Mediation. Retrieved December 30, 2017, from <https://www.youtube.com/watch?v=9mf7nIAIH5c>

Indirect effect predicts no direct effect of the independent variable on the dependent variable if leaving the mediator from the model. Generally, the independent variable (X) has a direct effect on the mediator and the mediator then has a direct effect on the dependent variable (Y). Thus, this way, X is said to have an indirect effect on Y. However, the hypothesis can only be supported when the direct effect for X on Y is insignificant prior to testing for the mediation effect.

Based on the findings from the simple regression analysis conducted in this study (see Table 13 above), there are insignificant relationships between all three independent variables, namely, extrinsic motivation, intrinsic motivation and POS with the dependent variable, job performance. The findings of the simple regression analysis conducted in this study (see Table 12 above) also evidence that the same three

variables have significant positive associations with OCB; and that OCB in turn, via the findings of the simple regression analysis (see Table 12 above), has a significant positive association with job performance. Hence, based on the results of this study it is suggested that these three independent variables (employees' perceived intrinsic motivation, employees' perceived extrinsic motivation and employees' perceived POS) have an indirect effect - but not a total effect - on the dependent variable (employees' job performance) as the outcome variable, through employees' perceived OCB as the mediating variable.

4.5 Table of Hypothesis

Table 13 : Summary of Hypotheses Testing

Hypotheses	Results	Supported or not Supported
H1: There is a significant relationship between employees' perceived extrinsic motivation and employees' perceived job performance	$p > 0.05$	Not supported
H2: There is a significant relationship between employees' perceived intrinsic motivation and employees' perceived job performance	$p > 0.05$	Not supported
H3: There is a significant relationship between employees' perceived organizational support (organization based motivation) and employees' perceived job performance	$p > 0.05$	Not supported
H4: There is a significant relationship between employees' perceived OCB and employees' perceived job performance	$p < 0.05$	Supported
H5: OCB mediates the relationship between employees' perceived extrinsic motivation (job based motivation) and employees' perceived job performance	$p < 0.05$	Supported (Indirect effect)

H6:	OCB mediates the relationship between employees' perceived intrinsic motivation (job based motivation) and employees' perceived job performance	$p < 0.05$	Supported (Indirect effect)
H7:	OCB mediates the relationship between employees' perceived organizational support (organization based motivation) and employees' perceived job performance	$p < 0.05$	Supported (Indirect effect)
H8:	There is a significant relationship between employees' perceived extrinsic motivation and employees' perceived OCB	$p < 0.05$	Supported
H9:	There is a significant relationship between employees' perceived intrinsic motivation and employees perceived OCB	$p < 0.05$	Supported
H10:	There is a significant relationship between employees' perceived organizational support (organization based motivation) and employees' perceived OCB	$p < 0.05$	Supported

4.6 Conclusion

In this chapter, varied analysis and tests such as regression analysis and reliability test etc. were performed using the SPSS software for the purpose of analysing the data and testing the ten hypotheses of this study.

CHAPTER 5

DISCUSSION AND CONCLUSION

5.0 Introduction

This chapter discusses the findings of this study in the context of past research, the sample of this study and the general insurance industry in Malaysia and the implications of the said findings as well. The limitations of the study as well as recommendation for future research are reported.

5.1 Discussion of Major Findings

This part discusses the findings of the said study that are guided by the four research questions and three research objectives of this study (see Chapter 1).

5.1.1 Relationship between four independent variables (extrinsic motivation, intrinsic motivation, POS, OCB) with employees' job performance

Employees' perceived extrinsic motivation, perceived intrinsic motivation and employees' perceived job performance

In this research, the result shows that there is no significant positive relationship between perceived extrinsic motivation and employees' perceived job performance.

This finding is inconsistent with Makki and Abid (2017) who mention that there is significant positive relationship between extrinsic and intrinsic motivation and employees' job performance from the task dimension. This is a study conducted in Pakistan on 150 employees working in government and private sector from different areas and industries. Interestingly, the study reveals that employees' job performance will vary based on gender variable whereby females are more intrinsically motivated as compared to males on job performance and not the case for extrinsic motivation which have no difference between male and female on employees' job performance.

In addition, this finding is also inconsistent with Darolia et al. (2010), a study from a group of national fertilizer companies in India on 231 male skilled workers that there is significant positive association between intrinsic and extrinsic motivation and employees' job performance but showing modest degree of association. In this result also indicates that extrinsic motivation is slightly higher compared to intrinsic motivation in relation with employees' job performance.

Nevertheless, this finding appears consistent with Subari and Riady (2015) that there is no direct association between employees' motivation and employees' job performance. This study was conducted among 197 employees in 12 units of Local Water Utility (PDAM) in East Java region, Indonesia. This finding indicates indirect association that employees' motivation is associated with competency and competency in turn is associated with employees' job performance. It could be explained that employees' motivation as the independent variable does not have direct effect on employees' job performance unless with presence of individual competency. Thus, it is found in this study that employees are in fact not motivated to perform as demanded by the company or they do not fulfill actual job performance requirement even they have high motivation.

In view of the above, this part discussed is in fact theoretically ambiguous as to whether there is direct relationship between employees' motivation and employees' job performance. So this is the leading reason that the author focuses on mediating effect to be able to establish relationship between them under the mediating paths.

Meanwhile, type of respondents would likely to have impact on outcome considering the respondents background such as job position, department. Given almost 50% of respondent from Claims department, the nature of work assumed by them from lower level of job position such as claims executive is highly habitual and routine. Furthermore, the job type is not self-driven that required motivation at all time to affect performance.

It is often the case that if the work is habitual, the challenging or complexity level will be reduced hence employees may not have opportunities to learn new things if the employee is achievement driven. As the job performed does not suit their needs or strength thus resulting job performance being affected by intrinsic motivation is not significant. Wrzesniewski & Dutton (2001) highlight that job crafting is necessary for employees in order to motivate them intrinsically. Thus, this also indicates some element of mediating effect to cause relationship between motivation and job performance.

Then again, based on finding in this study, there is no significant positive relationship between both intrinsic motivation and extrinsic motivation and employees' job performance. The reason could be owing to the fact that employees in insurance industry are from more technical, professional background that could likely required not mere intrinsic and extrinsic motivation to improve their job performance. Hence, they may need some other contextual elements to be presence along the chain of relationship in order to form significant association.

In addition, the reason could be also due to the truth that this study measures employees' job performance merely on task dimension of work, perhaps if other dimensions such as contextual performance have been explored, the relationship possibly might be ended up differently from non significant to significant.

Furthermore, it could be attributable to the fact that there is individual perspective that causes indirect relationship. Insurance companies' employees could have perception that they do not fulfill the job requirement demand by the company or there are other side functions performed that are not incorporated into formal job description which by right should be taken into consideration by the management reasonably in managing individual employees' job performance.

Employees' POS and employees' perceived job performance

Based on this research, there is no significant positive relationship between POS and employees' job performance. This is inconsistent with Chiang and Hsieh (2012) whereby the result shows that employee's POS is negatively affected by job performance in Taiwan hotel industry which involves a total of 513 employees. However, the result indicates POS positively related to OCB, as the partial mediator between POS and employees' job performance as the outcome variable.

The finding of Chiang and Hsieh (2012) studies indicate that hotel employees did not feel strong support from hotels based on the culture. Hotel employees perceived that they are not valued by the hotel management. This is due to the fact that hotel employees face rapid changes, work pressure from the service standard demand by the customers and unpleasant working condition. Therefore, hotels management could be more thoughtful in supporting their employees in order to improve POS among hotel employees.

Similarly, POS is considered relative new concept in the context of Malaysia that may be not focus enough by general insurance companies. Insurance companies' employees could comprehend that POS is not a necessary factor in relation to context of individual job performance. Thus, they perceive that POS is not significant related to employees' job performance.

Employees' perceived OCB and employees' perceived job performance

The finding is this research shows that OCB has significant positive relationship with employees' job performance but the explanatory power is low. The reason could be owing to the fact that this study on employees' job performance only measure one task dimension of work , perhaps if other dimension of work have been explored, the explanatory power is greater.

As discussed in earlier chapter, Organ (1997) highlights that contextual behavior is the better and reasonable expression of OCB as OCB supports more extensively on extra-role compared with intra-role behaviour. Thus, OCB in fact in line with context performance as one of the dimensions of employees' job performance besides task performance dimension, counterproductive work behavior dimension and adaptive performance dimension, which also expresses extra-role behaviors, as cited by Campbell (1990) including cooperating, exercising effort in facilitating team performance etc.

Nevertheless, the definition adopted for employees' job performance in this study confined to task performance which is basically focus on technical core function aspect of employees' job performance, thus the low explanatory power may likely be explained based on this perspective.

In addition, this finding is consistent with Chelagat, Chepkwony and Kemboi (2015) studies that OCB particularly OCB dimensions of altruism and courtesy, have significant and positive effect on employees' job performance. This study has 173 respondents from banking sector employees in Kenya. According to the finding of Chelagat, Chepkwony and Kemboi (2015) studies, it is important for banking employees to demonstrate altruism and courtesy in order to keep up with career advancement in their profession.

In this study, there is significant positive relationship between perceived OCB and employees' perceived job performance. This could be due to the fact that insurance companies' employees have realized the facts that they need to possess OCB behaviour in order to improve their performance and enhance managerial capabilities in working effectively through planning, organizing, critical thinking process etc. in order to excel or sustain their business in the face of liberalization era of insurance industry.

5.1.2 OCB mediating the relationship between extrinsic motivation, intrinsic motivation and POS and employees' job performance

Employees' perceived OCB mediating the relationship between employees' perceived extrinsic motivation and perceived intrinsic motivation and employees' perceived job performance

In this study, the result shows that there is an indirect effect of OCB in mediating relationship between perceived extrinsic motivation and perceived intrinsic motivation and employees' perceived job performance.

This finding is inconsistent with studies such as Huei, Mansor & Tat (2014) that OCB perfectly mediate relationship between extrinsic motivation and lecturers' job

performance whereas partially mediate relationship between intrinsic motivation and lecturers' job performance. This result is differ with

Based on Huei, Mansor and Tat (2014) studies, which the respondents are 368 lecturers in Malaysia, states that this study has provide insight in terms of identifying mediating effect of OCB in the relationship between employees' motivation and employees' job performance as this area had been left ambiguous and vague in previous research.

Employees' perceived OCB mediating the relationship between employees' POS and employees' perceived job performance

In this study, the result shows that there is an indirect effect of OCB in mediating relationship between POS and employees' perceived job performance.

This finding is inconsistent with studies such as Chiang and Hsieh's (2012) that OCB partially mediate relationship between POS and hotel employee's job performance. Even this study shows indirect mediating on relationship between POS and employee's job performance, the result has stressed the important of OCB to be elicited in insurance industry.

5.2.3 Relationship between three independent variables (extrinsic motivation, intrinsic motivation and POS) with OCB

Employees' perceived extrinsic motivation and OCB

The result illustrates that there is significant relationship between employees' perceived extrinsic motivation and OCB. This is partially supported by Ahmad and Khan (2016), who commented that extrinsic motivation can enhance OCB with existing of mediating factor such as job satisfaction, POS, job commitment etc. It is the norm for modern organization to motivate their employees extrinsically so as to influence their attitude in order to elicit OCB among workforce.

Hence, general insurance companies are necessary at this point of motor de-tariff time to motivate their employees extrinsically so that the employees may reciprocate with constructive behaviour such as displaying OCB behaviour under norm of reciprocity. (Gouldner, 1960)

Employees' perceived intrinsic motivation and OCB

The result illustrates that there is significant relationship between employees' perceived intrinsic motivation and OCB. Ahmad and Khan (2016) also supported this outcome that intrinsic motivation is related to OCB as specifically, employees are expected in exhibiting altruism behaviour by helping others to deliver result, when they are motivated intrinsically.

General insurer are advisable to look at intrinsic motivation more seriously such as work engagement to produce employees with high OCB, as according to Mir and Iqbal (2017), the control does not keep going for longer time for extrinsic motivation as intrinsic is something inborn from within.

Employees' POS and employees' perceived OCB

The result illustrates that there is significant relationship between POS and OCB. This outcome is supported by prior studies (Eisenberger et al., 1986; Kim, Eisenberger & Baik, 2016), the employees normally will behave diligent and display OCB if they perceive that they are being valued and supported due to social exchange theory.

It is the recent trend for general insurer to show concern and become proactive in finding out issues relating to employees then action will be taken to address them accordingly. The company is encouraged to be attentive in listening to employees' voices, understanding their point of view or complaint, and providing training etc. Even some insurers have offered opportunity to staff for internal vacant position to be filled if they are qualified, so that the employees may feel support and appreciated, leading to elicit high OCB.

Due to the pressure from service demand and standard changes recently from liberalization, general insurer are encouraged to focus on the benefit and conducive working condition that they can provide or improve further for the employees as a result of this study.

5.3 Theoretical, Managerial and Practical Implication

The findings of this study revealed that there is indirect effect of OCB mediating the relationship between employees' perceived extrinsic motivation, perceived intrinsic motivation and employees' perceived job performance, and also relationship between POS and employees' perceived job performance. Therefore, there are several theoretical and practical implications that are worthy to be highlighted and discussed here for the purpose of this study.

This research is unique and has contributed to the existing body of knowledge in area of OCB literature as it provides deeper insight into OCB theoretically. Moreover, OCB is considered relatively new concept of study under Organizational Behaviour in the context of Malaysia.

In the same vein, this research work is in concurrence with previous studies on positive effect of OCB and wish to highlight importance of OCB towards workplace performance in general insurance sector. This is consistent with studies (Bukhari, 2009) confirming that OCB dimensions of altruism, conscientiousness, and civic virtue, are important factors to increase unit performance for Banking sector in Pakistan.

However, from this study in the context of general insurance sector in Malaysia, it suggests that employees with high OCB can complete their task diligently and effectively however, the willingness of employee to display OCB depends on degree of employees' motivation and POS level within the organization.

In this perspective, it is imperative for the general insurers to take proactive action in improving POS and motivation level, beside both roles are capable in bringing about OCB behaviour at the workplace, it is the evidence from the statistic (compensation force, 2017) that the turnover trend is increasing over the years for insurance industry.

This is consistent with Latif, Delaila and Saraih (2016), turnover intention issue has getting more serious particularly in financial service industry. However the reason for increasing turnover rate in service industry is still ambiguous but it is high time for human resource department to take intensive HR practice to revisit their human resource policy for better human resource management.

On the other hand, the study done by Triveni & Puranikmath (2013) revealed the motivation areas need to be emphasised on by manager to improve motivation level in insurance company in India. It shows that the employees there have high need for achievement at work, job autonomy and also monetary reward which can be taken note as reference point by the Malaysia insurer as India has experienced similar liberalization process earlier.

Moreover, this study suggests general insurers to focus on intrinsic and extrinsic motivation as both facets of motivation also affect OCB. As recommended by Stajkovic and Luthans (2003), both intrinsic and extrinsic motivation can be combined to gain synergistic effect on employee job performance. Hence, general insurer may need to focus both facets of motivation in order to improve OCB leading to enhanced employees' job performance.

Meanwhile, general insurers are suggested to be attentive to employees' need and well being in order to spur high level OCB. Managers should solicit idea, suggestion, feedback of employees regarding work itself, working environment, department affair or even company policies, this will provide opportunity for staff to contribute in terms of sharing their thought and thus they may likely feel importance and valued by the organization.

In addition, general insurers should encourage employees to enrol in training classes for training on technical subject and or soft skills to upgrade them in order to enhance their ability in various areas such as decision making, problem solving capabilities,

this will result in enhance job autonomy in terms of ability to resolve problem promptly without wasting time to wait for managerial decision leading to improve in work efficiency and job performance. Accordingly, the employee will have better sense of responsibility, perceive organizational support in the workplace and then reciprocate with high OCB behaviour.

Furthermore, this research model should be taken up as a useful insight and guide for Human Resource manager to develop relevant HR strategies on motivation, perceived support and even OCB. It is important for the HR manager to aware of the mediating role of OCB thus when applying like motivation related strategy, it will eventually produce the desire outcome.

5.4 Limitation of Study

The outcome of the study may be considered by keeping in mind the limitation as to this study.

Firstly, the principal limitation in this study was possibilities in wrong application of measurement in questionnaire. Next, it is the sampling method used. This is on the ground that, the information was gathered based on non probability sampling as it was only distributed among three general insurance companies with limited geographical coverage for data collection. For this study, the location chosen is Kuala Lumpur. In this way, the information gathered may not speak or represent other general insurers located at other states in Malaysia, especially east Malaysia region. Moreover, there are only three companies selected from the total of 19 general insurance companies in Malaysia. In view of this, the findings from the data collected merely represent the sample group taken in this study and thus may face issue on generalisability.

The second limitation related to this study was the author did not include qualitative method to complement the survey approach such as conducting interview etc. This is the drawback for 'close-ended' questions in questionnaire as respondents may have problem in understanding the question correctly at that point of time or their approach of answering is not serious or being untruthful, simply apply just to 'get rid of thing fast' approach may lead to incorrect and bias responses. Furthermore, the respondents did not have a chance to give opinion or view freely on the subject matter as qualitative approach does, so this impede process for collecting more responses and feedback from respondents. Therefore, it is advisable to have combination of both quantitative and qualitative method to deliver better promising result.

5.5 Recommendation for Future Research

This study has discovered an indirect mediating effect played by OCB and also its correlation with independent variables (employees' perceived extrinsic motivation, perceived intrinsic motivation and POS) and dependent variable (employees' perceived job performance). However, this relationship may need further clarification such as whether the study can be extended to OCB dimensions to see the mediating effect for all dimensions of OCB such as Organ's 5 dimension of OCB, there are altruism, courtesy, sportsmanship, civic virtue and conscientiousness.

In addition, this research can also be extended to consider other dimensions of employees' job performance, there are contextual performance, counterproductive work behavior and adaptive performance. This is consistent with the study by Motowidlo and Schmit (1999). In this research, it focuses the intra-role behaviour facet or task performance which relates to core function of the job and not the contextual performance (extra-role) which is discretionary behaviour and not mandatory to be performed under formal job description or core responsibility.

Besides, some suggestions are proposed to overcome the limitations that mentioned. The researcher may consider including broader geographical coverage to carry out the study as well as increase the sample size or larger population, in order to ensure accuracy and variety of result, at the same time improve generalisability of the findings. In addition, it is recommended to include qualitative method as mixture of method with quantitative for more comprehensive and quality findings.

5.6 Conclusion

This study evidences that respondents in this study perceived their job performance to be close to meeting expectations rather than exceeding expectations. All four variables in this study explained only 3% in the variation of this variable (perceived job performance), with only OCB having a significant positive association with it. Hence, in the context of this study's respondents, other factors might be associated with their perceived job performance. Interestingly, respondents in this study had fairly high perceptual levels of their own OCB; and three variables (extrinsic motivation, intrinsic motivation and POS) explained 23.8% of the variation in OCB, with extrinsic motivation having the strongest association with it. Also, OCB acted as a type of mediating variable that allowed three variables (extrinsic motivation, intrinsic motivation and POS) to have an indirect effect on perceived job performance.

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Appendix A: Questionnaire



Universiti Tunku Abdul Rahman

Mediating Role of Organizational Citizenship Behaviour (OCB) in the Relationship between Motivation and Performance: A Study of Employees in the General Insurance Industry

Dear Respondent,

Firstly, I would like to express my heartfelt thanks to you for participating in this survey.

This survey will provide the required data for completion of my research study, that is a part of the Master of Business Administration (MBA) program, that I am currently undertaking, in Universiti Tunku Abdul Rahman (UTAR). Moreover, this survey will provide helpful insights into the general insurance industry, particularly, for ways to manage human capital more effectively and efficiently; thus benefiting both the employees and the employers in this industry.

Please do not state your name on the questionnaire form. All the information provided by you will be treated strictly private and confidential and only for use in this study. Please provide your responses and opinions to **ALL** the questions in the questionnaire.

Should you have any questions or concerns, please do not hesitate to contact me at 012 2548587 or tanleesiang22@gmail.com. Thank you for your time, cooperation and participation. It is very much appreciated.

Yours sincerely,

Tan Lee Siang

Section A: General Information

Please choose only one answer by marking [X] in the appropriate box:

1 Gender

() Male

() Female

2 Age

() 25 years old and below

() 26 – 35 years old

() 36 – 45 years old

() 46 – 55 years old

() 56 – 65 years old

() Above 65 years old

3 Marital status

() Single

() Married

() Divorced

() Widowed

() Others (*please specify*)_____

4 How many children do you have?_____

5 Race / Ethnicity

() Malay

() Chinese

() Indian

() Others_____

6 Religion

- () Islam
() Christian
() Buddhism
() Hinduism
() Others (*please specify*)_____

7 Education Level

- () High school or below
() Certificate or Diploma
() Diploma
() Bachelor's degree
() Postgraduate
() Others (*please specify*)_____

8 Duration of service (year)

- () Less than 1 year
() 1 to 3 years
() 3 to 5 years
() 5 to 10 years
() More than 10 years

9 Job Position

- () Executive
() Lower Level Management
() Middle Level Management
() Senior Level Management
() Others (*please specify*)_____

10 Department

- () Finance
- () Information Technology
- () Underwriting
- () Human Resource
- () Claims
- () Sales & Distribution
- () Risk & Compliance
- () Others (*please specify*)_____

Section B: Job Motivation

Please rate and indicate to what extent each of the following items corresponds to the reasons why you are presently involved in your work by using the scale given. Please provide responses based on your experience in your organization in the last 12 months. (Please mark your responses with an 'X')

No	Statement	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree
1	I am motivated to do my work in this firm because the work provides me an income (e.g. salary, bonuses)	1	2	3	4	5	6
2	I am not sure what motivates me to do my work in this firm. I don't seem to be able to manage the important tasks related to this work.	1	2	3	4	5	6
3	I am motivated to do my work in this firm because I love the work I do: it gives me pleasure and satisfaction.	1	2	3	4	5	6
4	I am motivated to do my work in this firm because this is the type of work that I want to do and it is part of my career plan.	1	2	3	4	5	6
5	I am motivated to do my work in this firm because it provides me with interesting challenges.	1	2	3	4	5	6

No	Statement	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree
6	I am motivated to do my work in this firm because I am able to learn new things on the job.	1	2	3	4	5	6
7	I am motivated to do my work in this firm because I want to be very good at this type of work.	1	2	3	4	5	6
8	I am motivated to do my work in this firm because it provides me with difficult tasks.	1	2	3	4	5	6
9	I am motivated to do my work in this firm because when I do my work I am so focused that I forget everything else.	1	2	3	4	5	6

Section C: Perceived Organizational Support

Please rate the extent to which each statement below best describes your organization, using the scale given, with reference to your experience in your organization in the last 12 months. (Please mark your responses with an 'X')

No	Statement	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree
1	The organization values my contribution to its well-being.	1	2	3	4	5	6
2	If the organization could hire someone to replace me at a lower salary, it would do so.	1	2	3	4	5	6
3	The organization strongly considers my goals and values.	1	2	3	4	5	6
4	The organization would ignore any complaint from me.	1	2	3	4	5	6
5	The organization cares about my general satisfaction at work.	1	2	3	4	5	6
6	The organization wishes to give me the best possible job for which I am qualified.	1	2	3	4	5	6

Section D: Organizational Citizenship Behavior

Please rate to what extent each of the following statements best describes you, using the scale given, with reference to your experience in your organization in the last 12 months. (Please mark your responses with an 'X')

No	Statement	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree
1	I help others who have heavy work load	1	2	3	4	5	6
2	I do my job without constant requests from my boss	1	2	3	4	5	6
3	I believe in giving an honest day's work for an honest day's pay	1	2	3	4	5	6
4	I do not waste time complaining about trivial matters	1	2	3	4	5	6
5	I try to avoid creating problems for co-workers	1	2	3	4	5	6
6	I keep abreast of changes in the organization	1	2	3	4	5	6
7	I do not consider the impact of my actions on co-workers	1	2	3	4	5	6
8	I attend meetings that are not mandatory, but important	1	2	3	4	5	6
9	I am always ready to give a helping hand to those around me	1	2	3	4	5	6
10	I read and keep up with organization announcements, memos, and so on	1	2	3	4	5	6
11	I respect the rights of people that work with me	1	2	3	4	5	6
12	I willingly help others who have work related problems	1	2	3	4	5	6
13	I focus on what is right, rather than what is wrong	1	2	3	4	5	6
14	I always find fault with what the organization is doing	1	2	3	4	5	6
15	I do not take extra breaks during working hour	1	2	3	4	5	6
16	I respect company rules and policies when someone is watching me	1	2	3	4	5	6
17	I guide new employee even though it is not required	1	2	3	4	5	6
18	I make constructive suggestions that can improve the operations of the company	1	2	3	4	5	6

No	Statement	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree
19	I will stop and correct coworkers when I see them doing something wrong or incorrectly	1	2	3	4	5	6
20	I often arrive early to work and start work immediately	1	2	3	4	5	6

Section E: Job Performance

Please rate your job performance objectively, using the scale given, with reference to your experience in your organization. (Please mark your responses with an 'X')

No	Statement	Below expectation	Almost meets expectation	Meets expectation	Sometime exceeds expectation	Exceed Expectation	Consistently exceeds expectation
1	How would you rate your performance/effectiveness as compared with your peers?	1	2	3	4	5	6
2	How do you rate the quality of your own work in the past six months?	1	2	3	4	5	6
3	How do you rate the quantity of your own work in the past six months?	1	2	3	4	5	6
4	How was <i>your</i> performance rated in <i>your last appraisal</i> ?	1	2	3	4	5	6

No	Statement	Never	Rarely	Sometimes	Often	Very Often	Always
5	How often was the quality of your work - that you completed or achieved - below what it should have been in the past six months?	1	2	3	4	5	6
6	How often was the quantity of your work - that you completed or achieved - below what it should have been in the past six months?	1	2	3	4	5	6

- Thank You for Your Participation-

Appendix B: SPSS Output

Frequency Table: Demographic Profile

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	142	39.1	39.1	39.1
	Female	221	60.9	60.9	100.0
	Total	363	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21-35 years old	196	54.0	54.0	54.0
	35 years old and above	167	46.0	46.0	100.0
	Total	363	100.0	100.0	

Marital Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	150	41.3	41.3	41.3
	Married	211	58.1	58.1	99.4
	Divorced	2	.6	.6	100.0
	Total	363	100.0	100.0	

Number of Children

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	188	51.8	51.8	51.8
	One/ More Than One	175	48.2	48.2	100.0
	Total	363	100.0	100.0	

Race

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Malay	182	50.1	50.1	50.1
Non - Malay	181	49.9	49.9	100.0
Total	363	100.0	100.0	

Education

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Diploma/ Foundation	140	38.6	38.6	38.6
Degree and above	223	61.4	61.4	100.0
Total	363	100.0	100.0	

Service (Years)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 0-5 years	193	53.2	53.2	53.2
5 years and above	170	46.8	46.8	100.0
Total	363	100.0	100.0	

Job Position

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Executive	173	47.7	47.7	47.7
Lower Level Management	112	30.9	30.9	78.5
Middle Level Management	74	20.4	20.4	98.9
Senior Level Management	4	1.1	1.1	100.0
Total	363	100.0	100.0	

Department

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Support Functions	77	21.2	21.2	21.2
	Underwriting	58	16.0	16.0	37.2
	Claims	164	45.2	45.2	82.4
	Marketing	64	17.6	17.6	100.0
	Total	363	100.0	100.0	

Reliability Test

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.719	.725	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
EX1	13.7107	4.593	.366	.145	.743
EX2	14.0331	3.866	.559	.317	.625
EX3	13.8540	4.534	.535	.361	.645
EX4	13.9311	4.197	.595	.409	.607

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.521	.523	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
A1	17.47934	8.841	-.255	.125	.742
IN1	15.09091	5.514	.433	.430	.375
IN2	15.15978	5.284	.513	.437	.325
IN3	15.47658	5.272	.515	.344	.323
IN4	15.59229	4.866	.414	.197	.371

Correlation

Descriptive Statistics

	Mean	Std. Deviation	N
JP	3.3186	.46144	362
JMIN	3.9420	.57603	362
JMEX	4.6271	.66163	362
POS	3.8191	.47808	362
OCB	4.5004	.40522	362

Correlations

		JP	JMIN	JMEX	POS	OCB
Pearson Correlation	JP	1.000	-.034	-.005	.021	.172
	JMIN	-.034	1.000	.655	.444	.363
	JMEX	-.005	.655	1.000	.494	.463
	POS	.021	.444	.494	1.000	.374
	OCB	.172	.363	.463	.374	1.000
Sig. (1-tailed)	JP		.257	.461	.343	.001
	JMIN	.257		.000	.000	.000
	JMEX	.461	.000		.000	.000
	POS	.343	.000	.000		.000
	OCB	.001	.000	.000	.000	
N	JP	362	362	362	362	362
	JMIN	362	362	362	362	362
	JMEX	362	362	362	362	362
	POS	362	362	362	362	362
	OCB	362	362	362	362	362

Multiple regression analysis (employees' job performance as dependent variable)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.205 ^a	.042	.031	.45414

a. Predictors: (Constant), OCB, JMIN, POS, JMEX

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.237	4	.809	3.923	.004 ^b
	Residual	73.629	357	.206		
	Total	76.866	361			

a. Dependent Variable: JP

b. Predictors: (Constant), OCB, JMIN, POS, JMEX

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	2.590	.287		9.021	.000	2.025	3.155
	JMIN	-.063	.056	-.078	-1.122	.262	-.173	.047
	JMEX	-.041	.052	-.059	-.798	.425	-.144	.061
	POS	.000	.059	.000	.006	.995	-.116	.117
	OCB	.259	.068	.228	3.818	.000	.126	.393

a. Dependent Variable: JP

Descriptive Statistics

	Mean	Std. Deviation	N
JP	3.3186	.46144	362
POS	3.8191	.47808	362
OCB	4.5004	.40522	362
JMEX	4.6271	.66163	362
JMIN	3.9420	.57603	362

Correlations

		JP	POS	OCB	JMEX	JMIN
Pearson Correlation	JP	1.000	.021	.172	-.005	-.034
	POS	.021	1.000	.374	.494	.444
	OCB	.172	.374	1.000	.463	.363
	JMEX	-.005	.494	.463	1.000	.655
	JMIN	-.034	.444	.363	.655	1.000

Sig. (1-tailed)	JP	.	.343	.001	.461	.257
	POS	.343	.	.000	.000	.000
	OCB	.001	.000	.	.000	.000
	JMEX	.461	.000	.000	.	.000
	JMIN	.257	.000	.000	.000	.
	N	JP	362	362	362	362
	POS	362	362	362	362	362
	OCB	362	362	362	362	362
	JMEX	362	362	362	362	362
	JMIN	362	362	362	362	362

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	JMIN, OCB, POS, JMEX ^b	.	Enter

a. Dependent Variable: JP

b. All requested variables entered.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.205 ^a	.042	.031	.45414	.042	3.923	4

Model Summary^b

Model	Change Statistics		
	df2	Sig. F Change	
1	357	.004	1.827

a. Predictors: (Constant), JMIN, OCB, POS, JMEX

b. Dependent Variable: JP

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.237	4	.809	3.923	.004 ^b
	Residual	73.629	357	.206		
	Total	76.866	361			

a. Dependent Variable: JP

b. Predictors: (Constant), JMIN, OCB, POS, JMEX

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.590	.287		9.021	.000
	POS	.000	.059	.000	.006	.995
	OCB	.259	.068	.228	3.818	.000
	JMEX	-.041	.052	-.059	-.798	.425
	JMIN	-.063	.056	-.078	-1.122	.262

Coefficients^a

Model		95.0% Confidence Interval for B		Correlations			Collinearity Statistics
		Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance
1	(Constant)	2.025	3.155				
	POS	-.116	.117	.021	.000	.000	.708
	OCB	.126	.393	.172	.198	.198	.755
	JMEX	-.144	.061	-.005	-.042	-.041	.484
	JMIN	-.173	.047	-.034	-.059	-.058	.550

Coefficients^a

Model		Collinearity Statistics	
		VIF	
1	(Constant)		
	POS		1.413
	OCB		1.324
	JMEX		2.067
	JMIN		1.817

a. Dependent Variable: JP

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions			
				(Constant)	POS	OCB	JMEX
1	1	4.966	1.000	.00	.00	.00	.00
	2	.014	18.782	.12	.03	.06	.14
	3	.009	23.971	.09	.94	.08	.00
	4	.007	26.481	.02	.03	.02	.75
	5	.004	36.216	.77	.01	.84	.11

Collinearity Diagnostics^a

Model	Dimension	Variance Proportions
		JMIN
1	1	.00
	2	.30
	3	.05
	4	.63
	5	.02

a. Dependent Variable: JP

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.0040	3.6069	3.3186	.09469	362
Residual	-1.07981	1.64512	.00000	.45162	362
Std. Predicted Value	-3.322	3.045	.000	1.000	362
Std. Residual	-2.378	3.622	.000	.994	362

a. Dependent Variable: JP

Multiple regression analysis (OCB as dependent variable)

Descriptive Statistics

	Mean	Std. Deviation	N
OCB	4.5004	.40522	362
POS	3.8191	.47808	362
JMEX	4.6271	.66163	362
JMIN	3.9420	.57603	362

Correlations

		OCB	POS	JMEX	JMIN
Pearson Correlation	OCB	1.000	.374	.463	.363
	POS	.374	1.000	.494	.444
	JMEX	.463	.494	1.000	.655
	JMIN	.363	.444	.655	1.000
Sig. (1-tailed)	OCB	.	.000	.000	.000
	POS	.000	.	.000	.000
	JMEX	.000	.000	.	.000
	JMIN	.000	.000	.000	.
N	OCB	362	362	362	362
	POS	362	362	362	362
	JMEX	362	362	362	362
	JMIN	362	362	362	362

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	JMIN, POS, JMEX ^b		Enter

a. Dependent Variable: OCB

b. All requested variables entered.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.495 ^a	.245	.238	.35363	.245	38.672	3

Model Summary^b

Model	Change Statistics		
	df2	Sig. F Change	
1	358	.000	2.008

a. Predictors: (Constant), JMIN, POS, JMEX

b. Dependent Variable: OCB

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.508	3	4.836	38.672	.000 ^b
	Residual	44.769	358	.125		
	Total	59.277	361			

a. Dependent Variable: OCB

b. Predictors: (Constant), JMIN, POS, JMEX

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.793	.168		16.636	.000
	POS	.154	.046	.182	3.384	.001
	JMEX	.202	.039	.330	5.175	.000
	JMIN	.047	.043	.066	1.075	.283

Coefficients^a

Model		95.0% Confidence Interval for B		Correlations			Collinearity Statistics
		Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance
1	(Constant)	2.463	3.124				
	POS	.065	.244	.374	.176	.155	.730
	JMEX	.125	.279	.463	.264	.238	.520
	JMIN	-.039	.132	.363	.057	.049	.552

Coefficients^a

Model		Collinearity Statistics
		VIF
1	(Constant)	
	POS	1.369
	JMEX	1.923
	JMIN	1.811

a. Dependent Variable: OCB

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions			
				(Constant)	POS	JMEX	JMIN
1	1	3.973	1.000	.00	.00	.00	.00
	2	.013	17.783	.30	.17	.15	.29
	3	.008	22.476	.60	.63	.10	.15
	4	.007	24.141	.10	.21	.75	.56

a. Dependent Variable: OCB

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.6760	4.9740	4.5004	.20047	362
Residual	-1.20443	1.11659	.00000	.35216	362
Std. Predicted Value	-4.112	2.362	.000	1.000	362
Std. Residual	-3.406	3.158	.000	.996	362

a. Dependent Variable: OCB

Simple regression analysis (employees' job performance and extrinsic motivation)

Descriptive Statistics

	Mean	Std. Deviation	N
JP	3.3191	.46090	363
JMEX	4.6274	.66075	363

Correlations

		JP	JMEX
Pearson Correlation	JP	1.000	-.005
	JMEX	-.005	1.000
Sig. (1-tailed)	JP	.	.462
	JMEX	.462	.
N	JP	363	363
	JMEX	363	363

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	JMEX ^b	.	Enter

a. Dependent Variable: JP

b. All requested variables entered.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.005 ^a	.000	-.003	.46153	.000	.009	1

Model Summary^b

Model	Change Statistics		
	df2	Sig. F Change	
1	361	.925	1.810

a. Predictors: (Constant), JMEX

b. Dependent Variable: JP

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.002	1	.002	.009	.925 ^b
	Residual	76.897	361	.213		
	Total	76.899	362			

a. Dependent Variable: JP

b. Predictors: (Constant), JMEX

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.335	.172		19.436	.000
	JMEX	-.003	.037	-.005	-.095	.925

Coefficients^a

Model		95.0% Confidence Interval for B		Correlations			Collinearity Statistics
		Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance
1	(Constant)	2.998	3.673				
	JMEX	-.076	.069	-.005	-.005	-.005	1.000

Coefficients^a

Model		Collinearity Statistics	
		VIF	
1	(Constant)		
	JMEX		1.000

a. Dependent Variable: JP

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions	
				(Constant)	JMEX
1	1	1.990	1.000	.01	.01
	2	.010	14.097	.99	.99

a. Dependent Variable: JP

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.3143	3.3282	3.3191	.00230	363
Residual	-.98882	1.68220	.00000	.46089	363
Std. Predicted Value	-2.077	3.976	.000	1.000	363
Std. Residual	-2.142	3.645	.000	.999	363

a. Dependent Variable: JP

Simple regression analysis (employees' job performance and intrinsic motivation)

Descriptive Statistics

	Mean	Std. Deviation	N
JP	3.3191	.46090	363
JMIN	3.9399	.57655	363

Correlations

		JP	JMIN
Pearson Correlation	JP	1.000	-.036
	JMIN	-.036	1.000
Sig. (1-tailed)	JP	.	.248
	JMIN	.248	.
N	JP	363	363
	JMIN	363	363

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	JMIN ^b	.	Enter

a. Dependent Variable: JP

b. All requested variables entered.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.036 ^a	.001	-.001	.46124	.001	.463	1

Model Summary^b

Model	Change Statistics		
	df2	Sig. F Change	
1	361	.497	1.820

a. Predictors: (Constant), JMIN

b. Dependent Variable: JP

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.099	1	.099	.463	.497 ^b
	Residual	76.800	361	.213		
	Total	76.899	362			

a. Dependent Variable: JP

b. Predictors: (Constant), JMIN

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.432	.167		20.498	.000
	JMIN	-.029	.042	-.036	-.681	.497

Coefficients^a

Model		95.0% Confidence Interval for B		Correlations			Collinearity Statistics
		Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance
1	(Constant)	3.103	3.761				
	JMIN	-.111	.054	-.036	-.036	-.036	1.000

Coefficients^a

Model		Collinearity Statistics
		VIF
1	(Constant)	
	JMIN	1.000

a. Dependent Variable: JP

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions	
				(Constant)	JMIN
1	1	1.989	1.000	.01	.01
	2	.011	13.759	.99	.99

a. Dependent Variable: JP

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.2773	3.3746	3.3191	.01650	363
Residual	-1.02984	1.69407	.00000	.46060	363
Std. Predicted Value	-2.532	3.365	.000	1.000	363
Std. Residual	-2.233	3.673	.000	.999	363

a. Dependent Variable: JP

Single regression analysis (employees' job performance and POS)

Descriptive Statistics

	Mean	Std. Deviation	N
JP	3.3191	.46090	363
POS	3.8191	.47742	363

Correlations

		JP	POS
Pearson Correlation	JP	1.000	.021
	POS	.021	1.000
Sig. (1-tailed)	JP	.	.342
	POS	.342	.
N	JP	363	363
	POS	363	363

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	POS ^b	.	Enter

a. Dependent Variable: JP

b. All requested variables entered.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.021 ^a	.000	-.002	.46143	.000	.165	1

Model Summary^b

Model	Change Statistics		
	df2	Sig. F Change	
1	361	.685	1.808

a. Predictors: (Constant), POS

b. Dependent Variable: JP

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.035	1	.035	.165	.685 ^b
	Residual	76.863	361	.213		
	Total	76.899	362			

a. Dependent Variable: JP

b. Predictors: (Constant), POS

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.240	.196		16.573	.000
	POS	.021	.051	.021	.407	.685

Coefficients^a

Model		95.0% Confidence Interval for B		Correlations			Collinearity Statistics
		Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance
1	(Constant)	2.856	3.625				
	POS	-.079	.121	.021	.021	.021	1.000

Coefficients^a

Model		Collinearity Statistics
		VIF
1	(Constant)	
	POS	1.000

a. Dependent Variable: JP

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions	
				(Constant)	POS
1	1	1.992	1.000	.00	.00
	2	.008	16.083	1.00	1.00

a. Dependent Variable: JP

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.2781	3.3469	3.3191	.00986	363
Residual	-.99639	1.69782	.00000	.46079	363
Std. Predicted Value	-4.159	2.823	.000	1.000	363
Std. Residual	-2.159	3.679	.000	.999	363

a. Dependent Variable: JP

Simple regression analysis (employees' job performance and OCB)

Descriptive Statistics

	Mean	Std. Deviation	N
JP	3.3186	.46144	362
OCB	4.5004	.40522	362

Correlations

		JP	OCB
Pearson Correlation	JP	1.000	.172
	OCB	.172	1.000
Sig. (1-tailed)	JP	.	.001
	OCB	.001	.
N	JP	362	362
	OCB	362	362

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	OCB ^b	.	Enter

a. Dependent Variable: JP

b. All requested variables entered.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.172 ^a	.030	.027	.45521	.030	10.943	1

Model Summary^b

Model	Change Statistics		
	df2	Sig. F Change	
1	360	.001	1.792

a. Predictors: (Constant), OCB

b. Dependent Variable: JP

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.268	1	2.268	10.943	.001 ^b
	Residual	74.598	360	.207		
	Total	76.866	361			

a. Dependent Variable: JP

b. Predictors: (Constant), OCB

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.438	.267		9.127	.000
	OCB	.196	.059	.172	3.308	.001

Coefficients^a

Model		95.0% Confidence Interval for B		Correlations			Collinearity Statistics
		Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance
1	(Constant)	1.913	2.964				
	OCB	.079	.312	.172	.172	.172	1.000

Coefficients^a

Model		Collinearity Statistics
		VIF
1	(Constant)	
	OCB	1.000

a. Dependent Variable: JP

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions	
				(Constant)	OCB
1	1	1.996	1.000	.00	.00
	2	.004	22.288	1.00	1.00

a. Dependent Variable: JP

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.0643	3.5239	3.3186	.07926	362
Residual	-1.05364	1.69126	.00000	.45458	362
Std. Predicted Value	-3.209	2.590	.000	1.000	362
Std. Residual	-2.315	3.715	.000	.999	362

a. Dependent Variable: JP

Simple regression analysis (OCB and POS)

Descriptive Statistics

	Mean	Std. Deviation	N
OCB	4.5004	.40522	362
POS	3.8191	.47808	362

Correlations

		OCB	POS
Pearson Correlation	OCB	1.000	.374
	POS	.374	1.000
Sig. (1-tailed)	OCB	.	.000
	POS	.000	.
N	OCB	362	362
	POS	362	362

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	POS ^b	.	Enter

a. Dependent Variable: OCB

b. All requested variables entered.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.374 ^a	.140	.138	.37630	.140	58.612	1

Model Summary^b

Model	Change Statistics		
	df2	Sig. F Change	
1	360	.000	1.839

a. Predictors: (Constant), POS

b. Dependent Variable: OCB

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.300	1	8.300	58.612	.000 ^b
	Residual	50.978	360	.142		
	Total	59.277	361			

a. Dependent Variable: OCB

b. Predictors: (Constant), POS

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.289	.159		20.629	.000
	POS	.317	.041	.374	7.656	.000

Coefficients^a

Model		95.0% Confidence Interval for B		Correlations			Collinearity Statistics
		Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance
1	(Constant)	2.976	3.603				
	POS	.236	.399	.374	.374	.374	1.000

Coefficients^a

Model		Collinearity Statistics	
		VIF	
1	(Constant)		
	POS		1.000

a. Dependent Variable: OCB

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions	
				(Constant)	POS
1	1	1.992	1.000	.00	.00
	2	.008	16.061	1.00	1.00

a. Dependent Variable: OCB

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.8706	4.9278	4.5004	.15163	362
Residual	-1.35780	1.12652	.00000	.37578	362
Std. Predicted Value	-4.154	2.819	.000	1.000	362
Std. Residual	-3.608	2.994	.000	.999	362

a. Dependent Variable: OCB

Simple regression analysis (OCB and extrinsic motivation)

Descriptive Statistics

	Mean	Std. Deviation	N
OCB	4.5004	.40522	362
JMEX	4.6271	.66163	362

Correlations

		OCB	JMEX
Pearson Correlation	OCB	1.000	.463
	JMEX	.463	1.000
Sig. (1-tailed)	OCB	.	.000
	JMEX	.000	.
N	OCB	362	362
	JMEX	362	362

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	JMEX ^b	.	Enter

a. Dependent Variable: OCB

b. All requested variables entered.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.463 ^a	.214	.212	.35968	.214	98.196	1

Model Summary^b

Model	Change Statistics		
	df2	Sig. F Change	
1	360	.000	2.013

a. Predictors: (Constant), JMEX

b. Dependent Variable: OCB

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.704	1	12.704	98.196	.000 ^b
	Residual	46.574	360	.129		
	Total	59.277	361			

a. Dependent Variable: OCB

b. Predictors: (Constant), JMEX

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.189	.134		23.842	.000
	JMEX	.284	.029	.463	9.909	.000

Coefficients^a

Model		95.0% Confidence Interval for B		Correlations			Collinearity Statistics
		Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance
1	(Constant)	2.926	3.452				
	JMEX	.227	.340	.463	.463	.463	1.000

Coefficients^a

Model		Collinearity Statistics	
		VIF	
1	(Constant)		
	JMEX		1.000

a. Dependent Variable: OCB

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions	
				(Constant)	JMEX
1	1	1.990	1.000	.01	.01
	2	.010	14.077	.99	.99

a. Dependent Variable: OCB

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.7556	4.8897	4.5004	.18759	362
Residual	-1.12262	1.16914	.00000	.35918	362
Std. Predicted Value	-3.971	2.075	.000	1.000	362
Std. Residual	-3.121	3.250	.000	.999	362

a. Dependent Variable: OCB

Simple regression analysis (OCB and intrinsic motivation)

Descriptive Statistics

	Mean	Std. Deviation	N
OCB	4.5004	.40522	362
JMIN	3.9420	.57603	362

Correlations

		OCB	JMIN
Pearson Correlation	OCB	1.000	.363
	JMIN	.363	1.000
Sig. (1-tailed)	OCB	.	.000
	JMIN	.000	.
N	OCB	362	362
	JMIN	362	362

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	JMIN ^b	.	Enter

a. Dependent Variable: OCB

b. All requested variables entered.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.363 ^a	.132	.129	.37810	.132	54.640	1

Model Summary^b

Model	Change Statistics		
	df2	Sig. F Change	
1	360	.000	1.773

a. Predictors: (Constant), JMIN

b. Dependent Variable: OCB

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.811	1	7.811	54.640	.000 ^b
	Residual	51.466	360	.143		
	Total	59.277	361			

a. Dependent Variable: OCB

b. Predictors: (Constant), JMIN

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.494	.138		25.386	.000
	JMIN	.255	.035	.363	7.392	.000

Coefficients^a

Model		95.0% Confidence Interval for B		Correlations			Collinearity Statistics
		Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance
1	(Constant)	3.223	3.764				
	JMIN	.187	.323	.363	.363	.363	1.000

Coefficients^a

Model		Collinearity Statistics	
		VIF	
1	(Constant)		
	JMIN		1.000

a. Dependent Variable: OCB

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions	
				(Constant)	JMIN
1	1	1.990	1.000	.01	.01
	2	.010	13.778	.99	.99

a. Dependent Variable: OCB

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	4.0045	4.8727	4.5004	.14710	362
Residual	-1.31523	.93692	.00000	.37758	362
Std. Predicted Value	-3.371	2.531	.000	1.000	362
Std. Residual	-3.479	2.478	.000	.999	362

a. Dependent Variable: OCB